The current issue and full text archive of this journal is available on Emerald Insight at:
https://www.emerald.com/insight/0025-1747.htm

Workplace ostracism and service-oriented behaviour: employees' workload and emotional energy

Md Karim Rabiul
Faculty of Hospitality and Tourism, Prince of Songkla University, Songkhla, Thailand
Md Mahmudul Alam
School of Economics, Finance and Banking, Economic and Financial Policy Institute, Universiti Utara Malaysia, Sintok, Malaysia and Accounting Research Institutes, University Technology Mara, Shah Alam, Malaysia, and
Rashed Al Karim
School of Business Administration, East Delta University, Chittagong, Bangladesh

Received 30 July 2023
Revised 5 October 2023
7 November 2023
Accepted 8 November 2023

Abstract

Purpose – Using conservation of resources (CoR) theory, this study investigates the role of emotional energy as a mediating mechanism in the relationship between workplace ostracism and employees' service-oriented behaviour, as well as the moderating result of workload on the relationship between emotional energy and service-oriented behaviour.

Design/methodology/approach – The opinions of 554 customer-contact employees working in Bangladesh are collected via convenience sampling. Partial least squares structural equation modelling is performed to test the model.

Findings – Workplace ostracism and emotional energy are negatively related. Emotional energy is positively associated with service-oriented behaviour and mediates the link between ostracism and service-oriented behaviour. Workload significantly and negatively moderates the association between emotional energy and service-oriented behaviour.

Practical implications – Hoteliers need to improve employees' emotional energy, distribute workload appropriately and fairly and implement effective strategies to minimise workplace ostracism.

Originality/value – The findings contribute to the CoR theory by explaining the mediating role of emotional energy and moderating role of workload in the Bangladeshi hospitality industry.

Keywords Workplace ostracism, Hotel industry, Service-oriented behaviour, Emotional energy, Workload

Paper type Original article

1. Introduction

Service-oriented behaviour refers to employees' active use of energy and determination in addition to their psychological state or general pleasant attitude to customers (Clark *et al.*, 2009; Peccei and Rosenthal, 1997; Rabiul *et al.*, 2022). Customer-contact employees' service-oriented behaviour is critical in the hotel industry because it can provide competitive advantages (Wallace and Coughlan, 2023). Most important, customer-contact frontline employees constantly face multiple demands from organisations and customers (Rabiul, 2023; Vashdi *et al.*, 2021; Wallace and Coughlan, 2023). They form the heart of hospitality services to maintain customer satisfaction and loyalty through better service and service failure recovery, thereby generating revenue for their organisations (Paşamehmetoğlu *et al.*, 2022; Peccei and Rosenthal, 1997).

Given the importance of frontline employees' service-oriented behaviour, many researchers have shown interest in identifying positive and negative antecedents including personality (i.e. self-efficacy and individual spirituality), organisational (i.e. human resources practice), contextual, psychological (i.e. psychological safety), and soft skill training and developmental factors (Jaiswal *et al.*, 2023; Rabiul *et al.*, 2021, 2022). Similar to service-oriented

Management Decision
Vol. 62 No. 4, 2024
pp. 1323-1340
© Emerald Publishing Limited
0025-1747
DOI 10.1108/MD-07-2023-1299

behaviour, workplace ostracism has recently received more attention from hospitality researchers (Haldorai *et al.*, 2022; Han and Hwang, 2021; Singh and Srivastava, 2021; Soliman *et al.*, 2022). Moreover, workplace ostracism generates various organisational and individual outcomes adversely, including in-role performance (Rabiul *et al.*, 2023b), turnover intention (Singh and Srivastava, 2021), citizenship behaviour (Han and Hwang, 2021), recovery performance (Paşamehmetoğlu *et al.*, 2022), work effort (Anjum *et al.*, 2022), organisational climate (Dash *et al.*, 2023), job performance, self-esteem (Kuo and Wu, 2023) and counter-productive behaviour (Liu *et al.*, 2023; Ugwu *et al.*, 2023; Zhao *et al.*, 2023).

Despite the substantial strides made by earlier researchers towards understanding service-oriented employees' behaviour and workplace ostracism, several notable gaps in the literature still need to be addressed. To our knowledge, most previous studies examine positive factors and ignore the negative aspects of service-oriented behaviour such as workplace ostracism. Therefore, whether a negative correlation exists between workplace ostracism and service-oriented behaviour is unknown. Ferris *et al.* (2008) defines workplace ostracism as "the extent to which an individual perceives that he or she is ignored or excluded by others" (p. 1348). It involves instances wherein colleagues either ignore their co-workers' suggestions at work or fail to greet or give salutations (Anasori *et al.*, 2021; Chang *et al.*, 2019; Cheng and Ma, 2022).

The association between ostracism at work and service-oriented behaviour is not automatic but theoretically underpinned by the conservation of resources (CoR) theory. The theory states that "resources are outstretched or exhausted, individuals enter a defensive mode to preserve the self that is often aggressive and may become irrational" (Hobfoll *et al.*, 2018, p. 105). To elaborate, a feeling of ostracism at work negatively impacts employees' service-oriented behaviour because of the conservation of the self from work roles. Therefore, the first objective of the present study is to empirically test the connection between workplace ostracism and service-oriented behaviour. The present study adds value to the CoR theory by confirming workplace ostracism as a negative predictor of service-oriented behaviour, which is yet to be tested by earlier studies.

Furthermore, earlier studies ignore the relation between workplace ostracism and employees' service-oriented behaviour through the mediating mechanism of employees' emotional energy. *Emotional energy* is explained as "one feels energised and alive while working" (Porath *et al.*, 2012, p 251). This mediating role of emotional energy between workplace ostracism and service-oriented behaviour is well-explained by the CoR theory, which must still be tested empirically. CoR theory suggests that people may exert tremendous effort in performing their roles well when they have an abundance of resources or feel they can cope with difficult circumstances (Hobfoll, 2001; Hobfoll *et al.*, 2018; Porath *et al.*, 2012). In this regard, this study posits that employees' emotional energy is a motivational factor that mitigates the negative relationship between workplace ostracism and service-oriented behaviour (Hobfoll, 2001; Leung *et al.*, 2011; Porath *et al.*, 2012; Quinn *et al.*, 2012). Therefore, the second objective is to investigate the mediating effect of employees' emotional energy between their feelings of ostracism and service-oriented behaviour. We aim to establish that employees' feelings of emotional energy mediates between workplace ostracism and service-oriented behaviour, thus reconfirming the assumption of CoR theory and contributing to the literature.

In addition, we argue that employees' service-oriented behaviour is affected not only by workplace ostracism and their emotional energy, but also by their workload. Workload refers to the extent to which employees believe that they have too many responsibilities or that they do not have enough time to do those responsibilities (Montani *et al.*, 2019; Qiu *et al.*, 2022). The CoR theory has a strong theoretical foundation for why workload will either decrease, increase or reverse the association between employees' emotional energy and their service-oriented behaviour. As per CoR theory, Hobfoll *et al.* (2018) note that "resource loss is disproportionately more salient than resource gain" (p. 105). To clarify further, people invest

more energy in work roles if they think they will gain more than they will lose. However, they do not invest further energy if they perceive that the loss is more than the gain. This assumption by CoR theory is not yet tested empirically. In this regard, we argue that employees who experience a high workload will not demonstrate high emotional energy, leading to poor service-oriented behaviour. Therefore, the third objective is to test the moderating condition of workload that affects the association between emotional energy and employees' service-oriented behaviour. Our study establishes employees' feelings of workload as a moderator between emotional energy and service-oriented behaviour using data from the hospitality industry, thus adding value to CoR theory. Our proposed model establishes a new nomological framework in hospitality, thus enhancing the literature on ostracism, emotional energy, workload, and service-oriented behaviour in developing countries.

2. Literature review and hypotheses development

2.1 Workplace ostracism and service-oriented behaviour

On the one hand, workplace ostracism pertains to how an individual is ignored by others, as defined in Section 1. On the other hand, commitment to customer service is identical to behaviour in that it is a service-oriented behaviour (Clark *et al.*, 2009; Rabiul *et al.*, 2022). Peccei and Rosenthal (1997) define service-oriented behaviour as "the extent to which employees engage in continuous improvement and exert effort on the job on behalf of customers" (p. 69). It includes employees' active use of energy and determination in addition to their psychological state or general pleasant attitude to customers (Clark *et al.*, 2009; Rabiul *et al.*, 2022).

Based on CoR theory, Hobfoll (2001) states that "individuals strive to obtain, retain, protect, and foster those things that they value" (p. 341). Four types of valued resources (energy, conditions, personal characteristics, and objects) predict strain or optimal functioning (Brunetto *et al.*, 2021; Hobfoll, 2001). An individual can experience strain when (1) there is a threat; (2) the individual loses resources; and (3) the individual gains no resources even after investing in them (Hobfoll *et al.*, 2018). We posit that ostracism at work creates a threatening environment, which likely impacts workers negatively; thus, workers become defensive and avoid servicing customers (Anasori *et al.*, 2021; Hobfoll *et al.*, 2018; Zhang *et al.*, 2022a). In other words, workers are more prone to preserve or hold onto their current resources and avoid performing their allocated tasks in threatening situations (Anasori *et al.*, 2021). This is evident in the findings of earlier scholars. According to earlier studies, ostracism is a substantial negative indicator of employee's behavioural and attitudinal outcomes, including job engagement, in-role performance, and workplace belongingness (Anasori *et al.*, 2021; Haldorai *et al.*, 2022; Hua *et al.*, 2023; Rabiul *et al.*, 2023b). Likewise, in the hospitality industry, being rejected or ostracised at work causes psychological anguish, thereby harming employee outcomes (Anasori *et al.*, 2021; Sing and Srivastava, 2021; Yao *et al.*, 2022). Furthermore, meta-analyses show that excluded workers have poorer levels of engagement, well-being, and belongingness (Bedi, 2019), and have higher levels of anger, cynicism, depression, and burnout (Ma *et al.*, 2022; Sharma and Dhar, 2022; Sahabuddin *et al.*, 2023). Therefore, this study proposes that employees' feeling of ostracism at work causes their service-oriented behaviour. Specifically, we propose that:

H1. Ostracism at work and service-oriented behaviour are negatively related.

2.2 Workplace ostracism and emotional energy

Although scholars mention that emotional energy is similar to moods, emotions, vitality, energy, and state (see Baker, 2019; Porath *et al.*, 2012; Quin *et al.*, 2012), we rely on the most

common definition by Porath *et al.* (2012). According to Porath *et al.* (2012), emotional energy is manifested when "one feels energised and alive while working" (p. 251).

Ostracised employees display various psychological symptoms including emotional tiredness, tension, negative mood, and strain (Zhang *et al.*, 2022b; Rabiul *et al.*, 2023a, b). These detrimental features may later affect employees' psychological health, deviance behaviour, and job performance (Anjum *et al.*, 2022; Hua *et al.*, 2023; Leung *et al.*, 2011; Rabiul *et al.*, 2023a, b; Xia *et al.*, 2019). In accordance with CoR theory, workplace ostracism depletes resources and is considered a social stressor that might jeopardise employees' social ties and diminish their emotional and cognitive resources (Anjum *et al.*, 2022; Hua *et al.*, 2023; Jahanzeb and Fatima, 2018). CoR theory contends that when people lose resources or become stressed because they are ostracised at work, they might conserve or protect their remaining resources, that is, emotional energy (Leung *et al.*, 2011; Xia *et al.*, 2019). Ostracised employees are less committed to work because of emotional exhaustion (Anjum *et al.*, 2022; Chang *et al.*, 2021). Once employees feel a high degree of ostracism, they are more likely to show less or depleted emotional energy (Leung *et al.*, 2011; Wu *et al.*, 2023; Zhang *et al.*, 2022b). Moreover, ostracised employees may require greater emotional energy to recover from episodes of ostracism (Xia *et al.*, 2019). Ostracised employees could adopt strategies to be socially tolerable, such as modifying their views or managing emotions, thus increasing their emotional energy consumption over time (Henle *et al.*, 2022; Imran *et al.*, 2022; Zhou and Gao, 2008). In other words, employees experience less ostracism when they experience higher emotional energy, while more ostracised employees feel they have little emotional energy. Hence, we posit:

H2. Workplace ostracism has a negative connection with emotional energy.

2.3 Emotional energy and service-oriented behaviour

CoR theory posits that any available intrinsic resources (i.e. emotional energy) for individuals lead to engaging in positive behaviour (Leung *et al.*, 2011; Quinn *et al.*, 2012). We relied on the assumption of CoR theory to establish the link between emotional energy and service-oriented behaviour. In this regard, emotional energy can be considered an intrinsic resource that helps gain resources (Smith *et al.*, 2012; Quinn *et al.*, 2012; Zhao *et al.*, 2023). The acquisition of more resources improves an individual's ability to effectively perform a job (Smith *et al.*, 2012; Zhao *et al.*, 2023). For instance, even when facing a challenging and unfavourable situation, people in an extremely activated pleasant mood (e.g. emotional energy) are probably more involved in positive behaviours and actions (Baker, 2019; Bedi, 2019; Bindl *et al.*, 2012). Therefore, if employees feel highly energetic emotionally, they may be more involved and dedicated, because they are more satisfied at work (Rabiul *et al.*, 2023b). Empirical studies (Rabiul *et al.*, 2023b; Xia *et al.*, 2019; Zhang *et al.*, 2022b) confirm that employees with high emotional energy engage in more task- and service-oriented behaviour. Hence, we theorise:

H3. Emotional energy and service-oriented behaviour are positively related.

2.4 Mediating the role of emotional energy between ostracism at work and service-oriented behaviour

Based on the CoR theory, this study argues that employees' feelings of emotional energy intervene in the connection between their feelings of ostracism and service-oriented behaviour at work. CoR theory explains differences in how people respond to stressors in their daily lives (Leung *et al.*, 2011; Rabiul *et al.*, 2023a; Zhao *et al.*, 2023). For instance, according to CoR theory, "resource loss is disproportionately more salient than resource gain" (Hobfoll *et al.*, 2018, p. 105). This implies that people lose more resources than they gain (Wu

et al., 2023). In this sense, when employees feel ostracised at work, they lose resources like emotional energy. Thus, ostracism severely affects emotional energy. Moreover, "people must invest resources in order to protect against resource loss, recover from losses, and gain resources" (Hobfoll *et al.*, 2018, p. 105). This indicates that after being ostracised at work, they invest their existing resources to gain more resources such as emotional energy.

Furthermore, people compare gain and loss. The third stage is paradoxical, and "resource gain increases in salience in the context of resource loss" (Hobfoll *et al.*, 2018, p. 105). To express differently, if people perceive a greater resource loss due to ostracism, they will try to acquire more resources (i.e. emotional energy) for better outcomes (i.e. service-oriented behaviour). Thus, we argue that individuals with high emotional energy invest more in themselves to recover from ostracism at work. However, this depends on how they perceive their work situation and personal capabilities. Specifically, people invest more energy if they perceive a higher gain than loss. Furthermore, individuals' responses to danger may be described by the tools they have at their disposal to manage stress (Hobfoll *et al.*, 2018; Quinn *et al.*, 2012). Depending on additional aspects like social and organisational situations, people acquire or develop their significant personal resources (including personal qualities, emotional, and physical energy) (Baker, 2019; Leung *et al.*, 2011; Quinn *et al.*, 2012).

Furthermore, according to CoR theory, energy is an intrinsic resource (Quinn *et al.*, 2012). Regarding emotional energy, when an individual considers it an intrinsic motivation, they might have the self-belief that they can adapt to a stressful situation and experience a surplus of resources. Tan and Yeap (2022) find that psychologically meaningful work lessens emotional exhaustion which could lead to intrinsic motivation and increase emotional energy. Consequently, they might engage in worthwhile customer-oriented service (Leung *et al.*, 2011; Quinn *et al.*, 2012; Rabiul *et al.*, 2023a). Thus, we posit that emotional energy is a motivational construct that mediates the association of ostracism and service-oriented behaviour. Specifically, we propose that:

H4. Emotional energy intervenes in the connection of workplace ostracism and service-oriented behaviour.

2.5 Moderating role of workload between emotional energy and service-oriented behaviour

Overload typically occurs when the workplace assigns substantial work to be done by a certain time, but these parameters exceed the individual's ability to complete it (Karasek *et al.*, 1998). When employees believe they have excessive responsibilities or lack sufficient time to do them, this is their "perceived workload" (Montani *et al.*, 2019; Qiu *et al.*, 2022).

Emotional energy is a vital component required for an employee to perform tasks, which has a significant impact on making decisions and related tasks (Quinn *et al.*, 2012). To explain the proposed hypothesised relationships, we use CoR theory, as it suggests that resources are valuable and believed to be motivational factors for favourable employee outcomes (Leung *et al.*, 2011; Vashdi *et al.*, 2021). As per CoR theory, personal resources (e.g. emotional energy) play a key role in boosting motivation and fighting the health-impairing perceptions of job demands (Leung *et al.*, 2011; Montani *et al.*, 2019; Vashdi *et al.*, 2021). CoR theory explains that an employee with high emotional energy believes that the motivational factor (resources) leads to positive service-oriented behaviour.

Conversely, job demands are the psychological, social, or organisational aspects of work that lead to poor performance due to compromised personal health (Ghosh, 2022). Job demands negatively impact well-being and elevate job strain, emotional exhaustion, and burnout, ultimately affecting employees' attitudes and behaviours (Ghosh, 2022; Grobelna, 2020; Montani *et al.*, 2019; Vashdi *et al.*, 2021).

Likewise, as per the CoR theory, employees in the hospitality industry endure a heavy workload, thereby losing valuable resources (energy, time, and emotions) (Montani *et al.*, 2019;

Kubicek *et al.*, 2022; Vashdi *et al.*, 2021; Qiu *et al.*, 2022). Consequently, they lack the necessary resources to fulfil their professional responsibilities such as engaging in service-oriented tasks (Hobfoll, 2001; Vashdi *et al.*, 2021). In contrast, the availability of job resources helps workers manage their work demands more effectively, preventing damaging outcomes (Grobelna, 2020). Thus, a combination of job demands and resources may change the relationship between emotional energy and service-oriented behaviour either negatively or positively, or it may reverse them. We argue that the positive relationship between emotional energy and service-oriented behaviour is higher when employees feel their workload is low or manageable, and the relationship is weaker when employees experience a high workload. As such, we propose:

H5. Workload moderates the link between emotional energy and service-oriented behaviour such that when employees experience a higher workload, the positive relationship between emotional energy and service-oriented behaviour will be weaker.

Figure 1 presents the research model.

3. Methodology

3.1 Sample and population

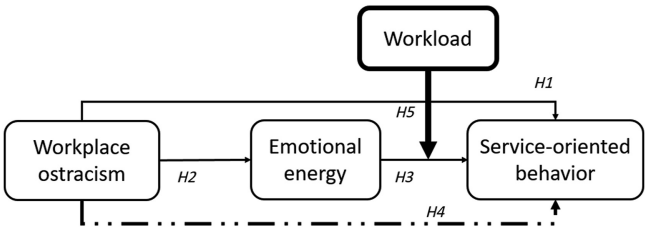
We used popular hotel booking sites such as agoda.com and booking.com. From these websites, we determined that the capital city of Dhaka has the most hotels, including 10 five-star, 4 four-star, 12 three-star, and 10 two-star rated hotels. Cox's Bazar has the second largest number of hotels and is the most visited tourist city in Bangladesh. The place has 5 five-star, 6 four-star, 8 three-star, and 13 two-star hotels. Only those hotels situated in Dhaka and Cox's Bazar were considered, as these cities have the highest number of hotels (Rabiul *et al.*, 2021; Rabiul, 2023).

We followed Thompson (2012) to determine the sample size. Thompson (2012) suggested that 384 samples are sufficient if the population is unknown; thus, we followed this suggestion.

3.2 Measurement and translation

Ferris *et al.* (2008) developed a 10-item scale, and this study employed the adapted scale to measure workplace ostracism (e.g. "Others left the area when you entered"). A 6-item scale established by Bostic *et al.* (2000) served to quantify employees' emotional energy. A sample item is: "I have energy and spirit". The good reliability and validity of the scale (i.e. Cronbach's alpha = 0.97) were confirmed by Xia *et al.* (2019).

A 7-item scale adapted for workload was based on Karasek *et al.* (1998), which Montani *et al.* (2019) confirmed as valid and reliable (AVE>0.50 and CR > 0.70). A representative item



Source(s): Figure by authors

Figure 1.
Research framework

is: "My job requires working very fast". To measure service-oriented behaviour, a 6-item scale from Peccei and Rosenthal (1997) was used. Rabiul *et al.* (2022) confirmed its reliability and validity (i.e. AVE = 0.536 and CR = 0.874). A representative item is: "I always make a special effort to help my customers".

All items were documented on a seven-point Likert scale. The measurements used were developed originally in English. To certify that the survey tools were equivalent and to lessen the impact of cultural variations, this study followed Brislin's (1980) standard translation and back-translation method. However, participants were simultaneously provided with both versions. After the researchers did the initial translation, three bilingual academic professionals (two lecturers from management and one from Bengali literature) checked the English language clarity and equivalent meaning. Furthermore, 11 hospitality employees (non-supervisory positions) confirmed that the items were comprehensible in both Bengali and English.

3.3 Data collection

Cross-sectional data were obtained from customer-contact hotel employees using a convenient sampling method during the first quarter of 2022, as the hotel owners were concerned about their privacy. Therefore, HR managers requested the survey to be conducted outside the hotel premises. We contacted participants outside the hotel premises to ensure bias-free opinions without the hotel owners or managers' influence. However, some hotel managers (i.e. alums, colleagues, and students) assisted in introducing us to several employees to enable collecting data unofficially. To ensure a varied sample, we targeted all the hotels in the study areas and distributed a specified number of questionnaires in the respective departments of each (i.e. front office, sales and marketing, security, spas, food and beverage). Open envelopes were supplied in which participants could put the completed questionnaire and seal it before returning them.

A total of 747 questionnaires were distributed disproportionately: 125 to 2-star, 227 to 3-star, 145 to 4-star, and 250 to 5-star hotels. Overall of 43 hotels participated in the survey: 11 are 2-star, 13 are 3-star, 7 are 4-star, and 12 are 5-star hotels (see Table 1).

Questionnaires were collected only by persons designated by the researchers to avoid manager-generated bias of participants' opinions. Since all data were collected from the employees (i.e. single source), several procedural techniques were applied following previous studies (i.e. Podsakoff and Organ, 1986): questionnaires were provided in two languages, variables were set randomly, the survey was anonymous, and no personal details were collected.

In total, the responses of 554 of 747 participants (excluding outliers and incomplete data) were valid. Among the valid responses, 354 were from men (63.9%) and 200 were from women (36.1%)—the hospitality industry of Bangladesh is male-dominated as indicated in the distribution of participants.

The bivariate correlations, standard deviation (SD), and mean of the variables (see Table 2) show that emotional energy has the highest mean of 4.56, while ostracism has the lowest SD of 0.91.

3.4 Data treatment

We excluded missing data as recommended by other studies (i.e. Hair *et al.*, 2014). Furthermore, a statistical procedure was applied to ensure that our results were free from common method bias. The common method bias was assessed using Harman's single-factor test. No bias was discovered, because a single factor could only account for 21.47% of the variance, which was below the 50% cut-off (Podsakoff and Organ, 1986).

Demographic	Categories	Frequency
Gender	Male	354
	Female	200
Age group	18–24 years old	65
	25–31 years old	199
	32–38 years old	200
	39 years and above	90
Marital status	Single	307
	Married	215
	Separated/divorced	32
Education	Secondary	45
	Higher secondary/diploma	103
	Bachelor's	224
	Master's	182
Department of work	Front office	147
	Food and beverage	157
	Sales and marketing	101
	Room division/housekeeping	94
	Others (gym, pool and security)	55
Position	Junior/assistant manager	80
	Supervisory	136
	Non-supervisory	338
Length of service	Up to two years	150
	3–5 years	228
	6 years and above	116
Hotel types	2-star or equivalent (11 hotels)	90
	3-star or equivalent (13 hotels)	163
	4-star or equivalent (7 hotels)	119
	5-star or equivalent (12 hotels)	182

Source(s): Table by authors

Table 1. Respondents' demographic characteristics (N = 554)

Constructs	Mean	SD	1	2	3	4
1. Workplace ostracism	3.7105	0.9098	1			
2. Emotional energy	4.5569	1.097	−0.106*	1		
3. Workload	4.1390	1.261	0.090*	0.051	1	
4. Service-oriented behaviour	4.3914	0.992	−0.021	0.333**	−0.010	1

Note(s): *. two-tailed correlation at 0.05 level and **. Correlation at 0.01 level
Source(s): Table by authors

Table 2. Descriptive and correlation statistics

4. Data analysis and results

Partial least squared structural equation modelling (PLS-SEM) is better than covariance-based SEM (CB-SEM) for evaluating complex models, including moderation and mediation. It is suitable for evaluating models with multiple mediating and moderating latent variables, such as the one in our investigation (Hair *et al.*, 2014; Ringle *et al.*, 2018). In CB-SEM, "it can be difficult to trust a model which involves estimating latent variable interactions because it is difficult to determine whether the resulting estimates of interactions are reasonable" (Hayes *et al.*, 2017, p. 5).

4.1 Convergent validity

In PLS, running the algorithm to ensure the measurement is perfect for hypothesis testing is recommended (Ringle *et al.*, 2018; Nitzl *et al.*, 2016). The first results of the algorithm (see Table 3) demonstrate that the indicator loading of all items of all variables is between 0.552 and 0.890. As long as the average variance extracted (AVE) meets the minimum criteria above 0.50, a loading above 0.40 is acceptable, although 0.70 is recommended (Hair *et al.*, 2014; Ringle *et al.*, 2018). Moreover, all variables (see Table 3) have composite reliability (CR) > 0.70 and AVE > 0.50, indicating no issues with convergent validity (Ringle *et al.*, 2018; Nitzl *et al.*, 2016).

4.2 Divergent validity

Apart from convergent validity, divergent validity should meet the criterion of a heterotrait-montrait (HTMT) ratio below 0.85 (Hair *et al.*, 2014; Ringle *et al.*, 2018). Table 4 indicates that the highest HTMT is 0.379, thus confirming divergent validity.

4.3 Control variables

Due to the possibility of some influence on employees' service-oriented behaviour (Rabiul *et al.*, 2022), participants' age, gender, job tenure or experience, and job position are controlled when running the bootstrapping.

Variables	Items	Items loading	CR	AVE
Workload	WL1	0.755	0.882	0.523
	WL2	0.890		
	WL3	0.552		
	WL4	0.750		
	WL5	0.671		
	WL6	0.797		
	WL7	0.588		
Emotional energy	EMT1	0.825	0.919	0.655
	EMT2	0.831		
	EMT3	0.811		
	EMT4	0.784		
	EMT5	0.763		
	EMT6	0.840		
Workplace ostracism	OST1	0.639	0.931	0.576
	OST10	0.693		
	OST2	0.796		
	OST3	0.772		
	OST4	0.823		
	OST5	0.807		
	OST6	0.765		
	OST7	0.806		
	OST8	0.779		
	OST9	0.687		
Service-oriented behaviour	SOB1	0.783	0.899	0.599
	SOB2	0.793		
	SOB3	0.732		
	SOB4	0.794		
	SOB5	0.775		
	SOB6	0.763		

Note(s): Composite reliability = CR; average variance extracted = AVE
Source(s): Table by authors

Table 3.
Convergent validity

4.4 Hypothesis testing results

Bootstrapping with 10,000 is performed to test the hypotheses, including all variables (Hair *et al.*, 2014; Ringle *et al.*, 2018; Nitzl *et al.*, 2016). Nitzl *et al.* (2016) suggest running the model once with all variables and relying only on the bootstrapping results. Therefore, Table 5 represents the results with *p*-values, *t*-values, and bias-corrected confidence intervals (BCCI) to confirm the hypotheses, as recommended by Nitzl *et al.* (2016).

Four of the five hypotheses were supported. For instance, Figure 2 shows the results for H5, workload moderates both the link between workplace ostracism and emotional energy and emotional energy and service-oriented behaviour.

Figure 2 shows that a positive relationship between emotional energy and service-oriented behaviour decreases when workload is high.

4.5 Model evaluation

Although the SRMR value does not guarantee a perfect model fit, the value of SRMR is 0.065, which is smaller than the 99% bootstrap quantile of 0.104. In addition, the unweighted least squares discrepancy (d_ULS) is 1.818, which is less than the 95% quantile of 4.738, and d_G is 0.577, less than the 95% quantile of 0.626. Thus, the model demonstrates a perfect fit (Hair *et al.*, 2014; Ringle *et al.*, 2018).

5. Discussion

Contrary to our expectations, workplace ostracism does not significantly and negatively relate to service-oriented behaviour. Thus, H1 is not supported. However, the relationship is negative (β = −0.015). The finding is supported by Hobfoll *et al.'s* (2018) CoR theory. According to the second principle, "people must invest resources in order to protect against resource loss, recover from losses" (Hobfoll *et al.*, 2018, p. 105). Here, some employees may try to avoid the threat of ostracism by investing more resources in better service-oriented behaviour. This may be because employees who feel ostracised have a more work-oriented mind-set to earn recognition at the workplace, which they can achieve through better service-oriented behaviour. Other employees may opt for a safe mode if they perceive the loss will be more than the gain, as posited by the third principle of CoR theory: "resource gain increases in

Table 4.
Heterotrait-monotrait ratio (HTMT)

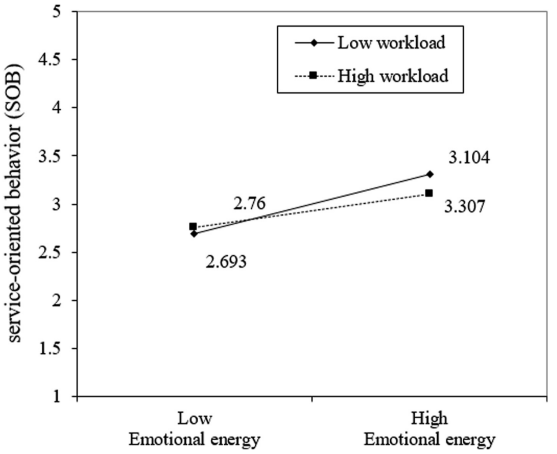
Variables	1	2	3	4
1. Workplace ostracism	#			
2. Emotional energy	0.116	#		
3. Service-oriented behaviour	0.090	0.379	#	
4. Workload	0.109	0.070	0.041	#

Source(s): Table by authors

Table 5.
Direct, indirect and moderation hypothesis

No.	Hypothesised paths	β	*t*-values	*p*-values
H1	Workplace ostracism → SOB	−0.015	0.162	0.871
H2	Workplace ostracism → emotional energy	−0.113	2.415	0.016
H3	Emotional energy → SOB	0.307	7.002	0.000
H4	Workplace ostracism → emotional energy→ SOB	−0.035	2.336	0.020
H5	Workload*emotional energy→ SOB	−0.135	3.527	0.000

Note(s): SOB = service-oriented behaviour
Source(s): Table by authors



Source(s): Figure by authors

Figure 2.
Moderation role of workload between emotional energy and service-oriented behaviour

salience in the context of resource loss" (Hobfoll *et al.*, 2018, p. 105). Theoretically, when employees are ignored or feel ostracised at work, they do not exhibit significantly negative service-oriented behaviour; therefore, the negative relationship is not significant. This is evident in the context of Bangladesh's economy, where the unemployment rate is high—4.3% in 2010, 5.1% in 2021, and 4.67% in 2022 (Trading Economics, 2023; O'Neill, 2023). Thus, individuals tend to value their job, are less concerned about ostracism, and therefore invest more resources in service-oriented behaviour.

As expected, our results indicate that workplace ostracism and employees' emotional energy are significantly negatively linked, confirming H2. This finding aligns with CoR theory in that individuals conserve existing resources if they experience unfavourable work conditions (i.e. ostracism). A similar finding by Xia *et al.* (2019) is noted for the technology and clothing industries in China; they find that ostracised employees and their emotional energy are negatively correlated. Studies also suggest that ostracised employees display various psychological symptoms including emotional tiredness, tension, negative mood, and strain (Bedi, 2019; Zhang *et al.*, 2022b). Similarly, other studies find that ostracised employees have a lower psychological energy and show less positive behaviour (Huang and Yuan, 2023; Paşamehmetoğlu *et al.*, 2022; Sharma and Dhar, 2022, 2023; Leung *et al.*, 2011). Furthermore, in accordance with CoR theory, workplace ostracism depletes resources and is regarded as a social stressor that might jeopardise employees' social ties and diminish their emotional and cognitive resources (Hobfoll *et al.*, 2018; Porath *et al.*, 2012). CoR theory contends that when individuals lose resources or experience stress due to workplace ostracism, they might conserve or protect their remaining resources such as emotional energy (Leung *et al.*, 2011; Xia *et al.*, 2019). If employees feel ostracised, they are incapable to build adequate physical and emotional strength; thus, they may well more protective of what they already have and focus on work instead of relationship-building (Xia *et al.*, 2019). Our findings confirm that hotel employees in Bangladesh have similar views of ostracism and the link to emotional energy.

Likewise, H3 is supported. Our findings show that employees' emotional energy and service-oriented behaviour have a positive and significant relationship. This is consistent with CoR theory, which posits that employees with high emotional energy exhibit positive behaviours (Bindl *et al.*, 2012; Xia *et al.*, 2019; Zhao *et al.*, 2023). The finding in the Bangladesh context reconfirms the earlier findings that emotional resources likely produce positive employee behaviours.

Furthermore, as anticipated, emotional energy significantly mediates the relationship between workplace ostracism and service-oriented behaviour, supporting H4. There could be the following reasons. Poor self-perception due to workplace ostracism may reduce employees' motivation to improve performance, making them less likely to devote extra effort to their work and, thus, less likely to participate in service-oriented behaviour. This is similar to CoR theory and the findings of other studies (Pasamehmetoglu *et al.*, 2022; Xia *et al.*, 2019; Zhang *et al.*, 2022b) that motivational resources (i.e. emotional energy) mitigate the negative effects of ostracism to produce positive outcomes for employees.

Finally, workload significantly and negatively moderates the effect of emotional energy on service-oriented behaviour, supporting H5. CoR theory suggests that resource (i.e. energy) loss is more than resource (i.e. energy) gain (Hobfoll *et al.*, 2018). Therefore, once individuals experience a heavy workload, they lose more emotional energy than they gain. At the same time, unfavourable working conditions (e.g. a higher workload) cause stress, strain, and burnout, and adversely affect the impact of emotional energy on service-oriented behaviour. This finding aligns with that of previous studies, namely that workload acts as a moderator (Qiu *et al.*, 2022; Vashdi *et al.*, 2021).

5.1 Theoretical contribution

The study's findings add value to the literature in several ways. First, some studies only identify the positive factors of service-oriented behaviour (Rabiul *et al.*, 2021, 2022). However, earlier scholars have yet to identify the negative factor of service-oriented behaviour. Simultaneously, CoR theory states that people may engage in activities that conserve or protect them if they feel threatened (Chang *et al.*, 2021; Hobfoll *et al.*, 2018). Therefore, we apply CoR theory to understand whether ostracism at work likely produces adverse outcomes or has a negative correlation with service-oriented behaviour. In other words, this study complements previous findings by investigating ostracism as a negative antecedent of service-oriented behaviour. Although our findings could not confirm a significant negative relationship between ostracism and service-oriented behaviour, it does verify the negative relation.

This finding is one of our study's main contributions because the CoR theory posits a paradoxical assumption that people invest or withhold resources depending on their own resources and situation (Hobfoll *et al.*, 2018). In other words, individuals invest or withdraw resources in their work roles based on their perception of gains or losses. The present finding further contributes to CoR theory by showing that ostracised employees may not only conserve their existing resources but may also attempt to focus on work to gain recognition. Therefore, when employees feel ostracised at work, they may show bidirectional attitudes (negative but not significantly). Specifically, CoR theory explains the differences in how people respond to stressors in their daily lives (Hobfoll *et al.*, 2018; Leung *et al.*, 2011; Qiu *et al.*, 2022). Thus, this finding adds value to CoR theory by confirming both positive and negative assumptions.

Second, our findings are the first to establish the empirical association between emotional energy and service-oriented behaviour, specifically in a hospitality setting. We only know that emotional energy is the positive indicator of employee's positive outcomes (Leung *et al.*, 2011; Xia *et al.*, 2019), but we do not know whether emotional energy positively correlates with the service-oriented behaviour of hospitality employees. To understand this link, we apply CoR theory to determine the relationship. The study's outcomes support the applicability of CoR theory in the Bangladeshi hotel industry, in which employees' intrinsic resources motivate them to further engage in their work roles (Leung *et al.*, 2011; Quinn *et al.*, 2012; Rabiul *et al.*, 2023a), and contribute to the literature on emotional energy and service-oriented behaviour. To this end, our study demonstrates that personal resources (i.e. emotional energy) lead to positive outcomes such as service-oriented behaviour. Thus, our findings contribute to CoR theory by reconfirming its applicability on Bangladeshi hotel employees.

Third, the finding on the mediating function of emotional energy is instrumental. To the best of our knowledge, this study is the first to test the mediating role of emotional energy in the relationship between workplace ostracism and service-oriented behaviour. Xia *et al.* (2019) analyse the effect of emotional energy on the connection between ostracism at work and task performance by collecting and examining data from technology and clothing companies. Pasamehmetoğlu *et al.* (2022) test the role of social capital and trust as mediating mechanisms between ostracism and service recovery in the hotel industry. Some studies (Chang *et al.*, 2021; Hsieh and Karatepe, 2019; Jahanzeb and Fatima, 2018; Jiang *et al.*, 2020; Singh and Srivastava, 2021) show how ostracism compromises desired employee outcomes by introducing negative psychological factors, while other studies (Haldorai *et al.*, 2022; Rabiul *et al.*, 2023b) utilise motivational and psychological factors to observe how ostracism is linked to employees' positive outcomes. On the contrary, by collecting data from hotel employees, the study confirms emotional energy as a motivational factor that mitigates the negative association between ostracism and service-oriented behaviour. This finding adds value to CoR theory by providing evidence that abundant resources mitigate coping with stressful situations and contribute to positive outcomes such as service-oriented behaviour (Hobfoll *et al.*, 2018).

Fourth, previous studies do not confirm that being full of resources (i.e. emotional energy) is not the only factor leading to positive outcomes (i.e. service-oriented behaviour); it depends on an individual's feelings regarding a heavy or light workload. Previously, we only knew why emotional energy leads to positive outcomes, but we did not know the effect of emotional energy on positive behaviour is contingent upon workload (high or low). Thus, this study tests another assumption of CoR theory that people invest energy for more excellent outcomes, but the feeling of workload is a significant factor. For instance, the study's results show that employees' experience of heavy workload pressure will significantly weaken the positive effect of emotional energy on service-oriented behaviour. Thus, the findings contribute to the CoR by testing the workload as a moderator. Our results significantly contribute to the literature on workload, emotional energy, and service-oriented behaviour by applying the CoR theory.

5.2 Practical contribution

First, the study's results point to the potential harmful effects of workplace ostracism; thus, managers should pay attention to ostracised employees and the level of ostracism they experience at work to solve this problem. Managers and organisations should be aware of workplace ostracism behaviours, seek to lessen its negative impacts, and execute prompt interventions to stop or slow down the further depletion of employees' resources such as their physical and emotional stamina. In management practice, hoteliers and managers have greater responsibility for their employees to minimise ostracism at the workplace and similar factors that team members invest more resources instead of holding back resources.

Hoteliers have suggested some steps to overcome these problems. For instance, working in small teams (circles) may enhance employees' sense of relational well-being and build stronger interpersonal relationships that could deter their sense of social exclusion (i.e. ostracism). Hence, managers should actively adopt a workforce development plan that promotes emotional management training and counselling for ostracised employees to assist them in coping effectively with damaging situations. Leaders in hotels and other sectors should promote relationship-building for all staff. To succeed well, managers and organisations must encourage good interpersonal interactions. Organisations that address conflict and talk honestly may also lessen ostracism. Thus, organisational culture prioritises and enhances good working relationships. The study's conclusions could aid other Bangladeshi businesses.

Second, the results show that employees' emotional energy is a potential mitigator between unfavourable work conditions (i.e. workplace ostracism) and employees' service-oriented behaviour. Therefore, managers should invest more time in investigating delegating, coaching, and supporting team members so that negative factors such as ostracism by colleagues do not harm mental and emotional energy. Hence, managers should monitor employees' emotional energy levels and conduct surveys to gauge the availability of resources to perform tasks. Managers may need to understand subordinates' inner feelings by engaging in informal talk outside of working hours. After knowing the inner feelings of employees, managers may balance the organisational values and their expectations into reality (Rabiul, 2023; Rabiul *et al.*, 2022). It likely enhances their emotional level once employees can balance organisational values and expectations. Third, the findings point to the detrimental effect of workload on the link between emotional energy and service-oriented behaviour. Employers who fail to control workload may experience a significant loss of resources when their employees have to manage significant workload and time pressures, making it more difficult for them to serve customers despite the guidelines or rules.

Therefore, at the management level, the workload should be investigated and reduced. In other words, to stop the harmful effects, hoteliers should control the flow of work to motivate employees and elicit positive actions and behaviours (Montani *et al.*, 2019). Managers should treat employees as human beings instead of workers and identify their ability level to perform specific tasks. In other words, work roles should be divided based on the individual and how much they can do. Furthermore, hotel managers should encourage employees to transform their environment into one of innovation by giving them a chance to design their work roles or organisational responsibilities to fit the environment (Montani *et al.*, 2019; Vashdi *et al.*, 2021). Specifically, top-level managers should encourage two-way communication with their employees and facilitate a good fit between them and their respective work roles. In other words, managers should know the subordinates' problems; understand the subordinates' job capabilities, strengths, weaknesses, and needs; and provide individualised support so that subordinates do not feel higher work pressure.

5.3 Limitations and recommendations

First, due to self-report measures, the variables could result in common method bias (Podsakoff and Organ, 1986). However, we attempt to resolve this problem by translating the questionnaires into Bengali and setting variables randomly as a procedural "cure". Furthermore, our statistical tests show that common method bias is unlikely to explain the pattern of connections between our variables. Future research may collect data from managers and employees to overcome common method bias. Moreover, time lag data could help reduce common method bias, as participants need help remembering and comparing variables.

Second, we are unable to determine whether and how ostracism changes over time to influence emotional energy. Consequently, this leads to service-oriented behaviour, so the design of the data collection method (i.e. panel data) could change over time. The samples of this study originate from one industry (hospitality) and one country (Bangladesh). Future research may investigate other hospitality sectors (i.e. airlines, restaurants, and travel and tours) to enhance the generalisability of the findings. Future research may consider the mediating roles of different energy types in the relationship between workplace ostracism and service-oriented behaviour.

The relationship between ostracism and service-oriented behaviour could be buffered by personal resources; thus, future research could introduce belongingness and social determination theories (Haldorai *et al.*, 2022). Workplace ostracism may differ in developing, developed, and under-developed countries; therefore, future studies should compare data from multi-economic countries for better generalisability. Finally, the study should be replicated in another context to confirm whether ostracism and service-oriented behaviour are negatively related.

References

Anasori, E., Bayighomog, S.W., De Vita, G. and Altinay, L. (2021), "The mediating role of psychological distress between ostracism, work engagement, and turnover intentions: an analysis in the Cypriot hospitality context", *International Journal of Hospitality Management*, Vol. 94, 102829.

Anjum, M.A., Liang, D., Ahmed, A. and Parvez, A. (2022), "Understanding how and when workplace ostracism jeopardizes work effort", *Management Decision*, Vol. 60 No. 7, pp. 1793-1812.

Baker, W.E. (2019), "Emotional energy, relational energy, and organizational energy: toward a multilevel model", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 6 No. 1, pp. 373-395.

Bedi, A. (2019), "No herd for black sheep: a meta-analytic review of the predictors and outcomes of workplace ostracism", *Applied Psychology*, Vol. 70 No. 2, pp. 861-904.

Bindl, U.K., Parker, S.K., Totterdell, P. and Hagger-Johnson, G. (2012), "Fuel of the self-starter: how mood relates to proactive goal regulation", *Journal of Applied Psychology*, Vol. 97 No. 1, pp. 134-150.

Bostic, T.J., McGartland Rubio, D. and Hood, M. (2000), "A validation of the subjective vitality scale using structural equation modeling", *Social Indicators Research*, Vol. 52 No. 3, pp. 313-324.

Brislin, R.W. (1980), "Back-translation for cross-cultural research", *Journal of Cross-Cultural Psychology*, Vol. 1 No. 3, pp. 185-216.

Brunetto, Y., Saheli, N., Dick, T. and Nelson, S. (2021), "Psychosocial safety climate, psychological capital, healthcare SLBs' wellbeing and innovative behaviour during the COVID 19 pandemic", *Public Performance and Management Review*, Vol. 45 No. 4, pp. 751-772.

Chang, K., Kuo, C., Quinton, S., Lee, I., Cheng, T. and Huang, S. (2019), "Subordinates' competence: a potential trigger for workplace ostracism", *The International Journal of Human Resource Management*, Vol. 32 No. 8, pp. 1801-1827.

Chang, K., Kuo, C., Quinton, S., Lee, I., Cheng, T. and Huang, S. (2021), "Subordinates' competence: a potential trigger for workplace ostracism", *The International Journal of Human Resource Management*, Vol. 32 No. 8, pp. 1801-1827.

Cheng, C. and Ma, J. (2022), "Effect of workplace ostracism on employee initiative behaviour: a chained double mediation model", *Journal of Managerial Psychology*, Vol. 37 No. 8, pp. 765-778.

Clark, R.A., Hartline, M.D. and Jones, K.C. (2009), "The effects of leadership style on hotel employees' commitment to service quality", *Cornell Hospitality Quarterly*, Vol. 50 No. 2, pp. 209-231.

Dash, D., Farooq, R. and Upadhyay, S. (2023), "Linking workplace ostracism and knowledge hoarding via organizational climate: a review and research agenda", *International Journal of Innovation Science*, Vol. 15 No. 1, pp. 135-166.

Ferris, D.L., Brown, D.J., Berry, J.W. and Lian, H. (2008), "The development and validation of the workplace ostracism scale", *Journal of Applied Psychology*, Vol. 93 No. 6, pp. 1348-1366.

Ghosh, K. (2022), "When and how employees cross the line for the job in hospitality firms", *International Journal of Hospitality Management*, Vol. 103, 103187.

Grobelna, A. (2020), "Emotional exhaustion and its consequences for hotel service quality: the critical role of workload and supervisor support", *Journal of Hospitality Marketing and Management*, Vol. 30 No. 4, pp. 395-418.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2014), *Multivariate Data Analysis: Pearson New International Edition*, 7th ed., Pearson Higher, New York, NY.

Haldorai, K., Kim, W.G. and Li, J.J. (2022), "I'm broken inside but smiling outside: when does workplace ostracism promote pro-social behavior?", *International Journal of Hospitality Management*, Vol. 101, 103088.

Han, M. and Hwang, P. (2021), "Who will survive workplace ostracism? Career calling among hotel employees", *Journal of Hospitality and Tourism Management*, Vol. 49, pp. 164-171.

Hayes, A.F., Montoya, A.K. and Rockwood, N.J. (2017), "The analysis of mechanisms and their contingencies: process versus structural equation modeling", *Australasian Marketing Journal*, Vol. 25 No. 1, pp. 76-81.

Henle, C.A., Shore, L.M., Morton, J.W. and Conroy, S.A. (2022), "Putting a spotlight on the Ostracizer: intentional workplace ostracism motives", *Group and Organization Management*, Vol. 48 No. 4, pp. 1014-1057.

Hobfoll, S.E. (2001), "The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theroy", *Applied Psychology*, Vol. 50 No. 3, pp. 337-421.

Hobfoll, S.E., Halbesleben, J., Neveu, J. and Westman, M. (2018), "Conservation of resources in the organizational context: the reality of resources and their consequences", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5 No. 1, pp. 103-128.

Hsieh, H. and Karatepe, O.M. (2019), "Outcomes of workplace ostracism among restaurant employees", *Tourism Management Perspectives*, Vol. 30, pp. 129-137.

Hua, C., Zhao, L., He, Q. and Chen, Z. (2023), "When and how workplace ostracism leads to interpersonal deviance: the moderating effects of self-control and negative affect", *Journal of Business Research*, Vol. 156, 113554.

Huang, W. and Yuan, C. (2023), "Workplace ostracism and helping behavior: a cross-level investigation", *Journal of Business Ethics*.

Imran, M.K., Fatima, T., Sarwar, A. and Iqbal, S.M. (2022), "Will I speak up or remain silent? Workplace ostracism and employee performance based on self-control perspective", *The Journal of Social Psychology*, Vol. 163 No. 1, pp. 107-125.

Jahanzeb, S. and Fatima, T. (2018), "How workplace ostracism influences interpersonal deviance: the mediating role of defensive silence and emotional exhaustion", *Journal of Business and Psychology*, Vol. 33 No. 6, pp. 779-791.

Jaiswal, R., Gupta, S. and Tiwari, A.K. (2023), "Dissecting the compensation conundrum: a machine learning-based prognostication of key determinants in a complex labor market", *Management Decision*, Vol. 61 No. 8, pp. 2322-2353.

Jiang, H., Jiang, X., Sun, P. and Li, X. (2020), "Coping with workplace ostracism: the roles of emotional exhaustion and resilience in deviant behavior", *Management Decision*, Vol. 59 No. 2, pp. 358-371.

Karasek, R., Brisson, C., Kawakami, N., Houtman, I., Bongers, P. and Amick, B. (1998), "The job content questionnaire (JCQ): an instrument for internationally comparative assessments of psychosocial job characteristics", *Journal of Occupational Health Psychology*, Vol. 3 No. 4, pp. 322-355.

Kubicek, B., Uhlig, L., Hülsheger, U.R., Korunka, C. and Prem, R. (2022), "Are all challenge stressors beneficial for learning? A meta-analytical assessment of differential effects of workload and cognitive demands", *Work and Stress*, pp. 1-30.

Kuo, C. and Wu, C. (2023), "Workplace ostracism and job performance: the moderated mediation model of organization-based self-esteem and performance goal orientation", *Career Development International*, Vol. 27 No. 2, pp. 260-273.

Leung, A.S., Wu, L., Chen, Y. and Young, M.N. (2011), "The impact of workplace ostracism in service organizations", *International Journal of Hospitality Management*, Vol. 30 No. 4, pp. 836-844.

Liu, M., Liu, X., Muskat, B., Leung, X.Y. and Liu, S. (2023), "Employees' self-esteem in psychological contract: workplace ostracism and counterproductive behavior", *Tourism Review*.

Ma, J., Liu, C., Bao, H. and Gu, X. (2022), "How to ward off the threat of workplace ostracism? The merit of self-compassion", *Personality and Individual Differences*, Vol. 187, 111396.

Montani, F., Vandenberghe, C., Khedhaouria, A. and Courcy, F. (2019), "Examining the inverted U-shaped relationship between workload and innovative work behavior: the role of work engagement and mindfulness", *Human Relations*, Vol. 73 No. 1, pp. 59-93.

Nitzl, C., Roldan, J.L. and Cepeda, G. (2016), "Mediation analysis in partial least squares path modeling", *Industrial Management and Data Systems*, Vol. 116 No. 9, pp. 1849-1864.

O'Neill, A. (2023), "Bangladesh – unemployment rate 1999 to 2022 | Statista", available at: https://www.statista.com/statistics/808225/unemployment-rate-in-bangladesh/

Paşamehmetoğlu, A., Guzzo, R.F. and Guchait, P. (2022), "Workplace ostracism: impact on social capital, organizational trust, and service recovery performance", *Journal of Hospitality and Tourism Management*, Vol. 50, pp. 119-126.

Peccei, R. and Rosenthal, P. (1997), "The antecedents of employee commitment to customer service: evidence from a UK", *International Journal of Human Resource Management*, Vol. 8 No. 1, pp. 66-86.

Podsakoff, P.M. and Organ, D.W. (1986), "Self-reports in organizational research: problems and prospects", *Journal of Management*, Vol. 12 No. 4, pp. 531-544.

Porath, C., Spreitzer, G., Gibson, C. and Garnett, F.G. (2012), "Thriving at work: toward its measurement, construct validation, and theoretical refinement", *Journal of Organizational Behavior*, Vol. 33 No. 2, pp. 250-275.

Qiu, H., Li, M., Bai, B., Wang, N. and Li, Y. (2022), "The impact of AI-enabled service attributes on service hospitableness: the role of employee physical and psychological workload", *International Journal of Contemporary Hospitality Management*, Vol. 34 No. 4, pp. 1374-1398.

Quinn, R.W., Spreitzer, G.M. and Lam, C.F. (2012), "Building a sustainable model of human energy in organizations: exploring the critical role of resources", *Academy of Management Annals*, Vol. 6 No. 1, pp. 337-396.

Rabiul, M.K. (2023), "Does transactional leadership generate work engagement in the hotel industry? The role of motivating language and job prestige", *Journal of Quality Assurance in Hospitality and Tourism*, pp. 1-25.

Rabiul, M.K., Patwary, A.K., Mohamed, A.E. and Rashid, H. (2021), "Leadership styles, psychological factors, and employee commitment to service quality in the hotel industry", *Journal of Quality Assurance in Hospitality and Tourism*, Vol. 23 No. 4, pp. 853-881.

Rabiul, M.K., Patwary, A.K. and Panha, I. (2022), "The role of servant leadership, self-efficacy, high performance work systems, and work engagement in increasing service-oriented behavior", *Journal of Hospitality Marketing and Management*, Vol. 31 No. 4, pp. 504-526.

Rabiul, M.K., Karim, R.A. and Ahmed, S.U. (2023a), "Task performance of hotel employees: role of ostracism, meaningfulness, and emotional exhaustion", *Journal of Hospitality and Tourism Management*, Vol. 56, pp. 314-321.

Rabiul, M.K., Karatepe, O.M., Karim, R.A. and Panha, I. (2023b), "An investigation of the interrelationships of leadership styles, psychological safety, thriving at work, and work engagement in the hotel industry: a sequential mediation model", *International Journal of Hospitality Management*, Vol. 113, 103508.

Ringle, C.M., Sarstedt, M., Mitchell, R. and Gudergan, S.P. (2018), "Partial least squares structural equation modeling in HRM research", *The International Journal of Human Resource Management*, Vol. 31 No. 12, pp. 1617-1643.

Sahabuddin, M., Tan, Q., Ayub, A., Fatima, T., Ishaq, M. and Khan, A.J. (2023), "Workplace ostracism and employee silence: an identity-based perspective", *Kybernetes*, Vol. 52 No. 1, pp. 97-120.

Sharma, N. and Dhar, R.L. (2022), "From curse to cure of workplace ostracism: a systematic review and future research agenda", *Human Resource Management Review*, Vol. 32 No. 3, 100836.

Sharma, N. and Dhar, R.L. (2023), "Workplace ostracism: a process model for coping and typologies for handling ostracism", *Human Resource Management Review*, 100990.

Singh, L.B. and Srivastava, S. (2021), "Linking workplace ostracism to turnover intention: a moderated mediation approach", *Journal of Hospitality and Tourism Management*, Vol. 46, pp. 244-256.

Smith, M.R., Rasmussen, J.L., Mills, M.J., Wefald, A.J. and Downey, R.G. (2012), "Stress and performance: do service orientation and emotional energy moderate the relationship?", *Journal of Occupational Health Psychology*, Vol. 17 No. 1, pp. 116-128.

Soliman, M., Elbaz, A.M., Gulvady, S., Shabana, M.M. and Maher, H. (2022), "An integrated model of the determinants and outcomes of workplace ostracism in the tourism industry", *Tourism and Hospitality Research*, Vol. 23 No. 2, pp. 155-169.

Tan, K. and Yeap, P.F. (2022), "The impact of work engagement and meaningful work to alleviate job burnout among social workers in New Zealand", *Management Decision*, Vol. 60 No. 11, pp. 3042-3065.

Thompson, S.K. (2012), *Sampling*, 3rd ed., A John Wiley & Sons, Inc., Publication, New Jersey.

Trading Economics (2023), "Bangladesh unemployment rate – 2023 data – 2024 forecast – 1991-2022 historical", available at: https://tradingeconomics.com/bangladesh/unemployment-rate?continent=g20

Ugwu, F., Nwali, A.C., Ugwu, L.E., Okafor, C.O., Ozurumba, K.C. and Onyishi, I.E. (2023), "Mediating roles of employee cynicism and workplace ostracism on the relationship between perceived organizational politics and counterproductive work behavior", *Career Development International*, Vol. 28 No. 3, pp. 314-332.

Vashdi, D.R., Katz–Navon, T. and Delegach, M. (2021), "Service priority climate and service performance among hospitality employees: the role of emotional labor and workload pressure", *Cornell Hospitality Quarterly*, 193896552110299.

Wallace, E. and Coughlan, J. (2023), "Burnout and counterproductive workplace behaviours among frontline hospitality employees: the effect of perceived contract precarity", *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 2, pp. 451-468.

Wu, T., Li, J. and Wu, Y.J. (2023), "Employees' job insecurity perception and unsafe behaviours in human–machine collaboration", *Management Decision*, Vol. 60 No. 9, pp. 2409-2432.

Xia, A., Wang, B., Song, B., Zhang, W. and Qian, J. (2019), "How and when workplace ostracism influences task performance: through the lens of conservation of resource theory", *Human Resource Management Journal*, Vol. 29 No. 3, pp. 353-370.

Yao, L., Ayub, A., Ishaq, M., Arif, S., Fatima, T. and Sohail, H.M. (2022), "Workplace ostracism and employee silence in service organizations: the moderating role of negative reciprocity beliefs", *International Journal of Manpower*, Vol. 43 No. 6, pp. 1378-1404, doi: 10.1108/ijm-04-2021-0261.

Zhang, H., Yang, Z., Kwan, H.K. and Wu, F. (2022a), "Workplace ostracism and family social support: a moderated mediation model of personal reputation", *Asia Pacific Journal of Management*. doi: 10.1007/s10490-022-09833-w.

Zhang, R., Kang, H., Jiang, Z. and Niu, X. (2022b), "How does workplace ostracism hurt employee creativity? Thriving at work as a mediator and organization-based self-esteem as a moderator", *Applied Psychology*. doi: 10.1111/apps.12374.

Zhao, L., Jolly, P.M. and Zhao, S. (2023), "The effect of illegitimate tasks on hospitality employees' service performance: a conservation of resources perspective", *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 7, pp. 2665-2684.

Zhou, X. and Gao, D.-G. (2008), "Social support and money as pain management mechanisms", *Psychological Inquiry*, Vol. 19 Nos 3-4, pp. 127-144.

Corresponding author
Md Karim Rabiul can be contacted at: mdkrabiul@gmail.com

For instructions on how to order reprints of this article, please visit our website:
www.emeraldgrouppublishing.com/licensing/reprints.htm
Or contact us for further details: **permissions@emeraldinsight.com**