

RESEARCH ARTICLE

Workplace ostracism, organization-based self-esteem, and employee voice in a participative climate: A moderated mediation model

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Abstract

This study examines the relationship between workplace ostracism and employee voice by testing a moderated mediation model grounded in conservation of resources and self-determination theories. Specifically, it investigates whether organization-based self-esteem (OBSE) mediates the relationship between workplace ostracism and employee voice and whether this indirect relationship varies depending on perceived participative climate. Data were collected from Turkish white-collar employees ($N = 291$). The findings indicate that workplace ostracism is negatively related to employee voice and that OBSE fully mediates this relationship. A perceived participative climate moderates the relationship between workplace ostracism and OBSE, such that the negative relationship is weaker when the perceived participative climate is higher. In addition, the indirect relationship between workplace ostracism and employee voice through OBSE becomes weaker as perceived participative climate increases, supporting a moderated mediation model. These findings suggest that workplace ostracism may undermine employee voice by reducing OBSE, while a perceived participative climate can buffer this negative indirect process.

Keywords

Workplace ostracism, employee voice, organization-based self-esteem, OBSE, perceived participative climate.

Modern workplaces are dynamic social systems in which employees experience a wide range of interpersonal interactions, both positive and negative. Within this context, workplace ostracism has emerged as a common psychosocial stressor (Ferris et al., 2008; O'Reilly et al., 2015; Robinson et al., 2013). Workplace ostracism refers to an individual's or group's omission to take socially appropriate actions that would engage another organizational member (Robinson et

al., 2013). Experiencing ostracism is widely described as a psychologically painful experience, as social exclusion threatens individuals' sense of connection (Eisenberger, 2012; Peng & Zeng, 2017). Workplace ostracism appears to be relatively widespread in organizational settings. In a study of 1,300 full-time working adults, 71% reported experiencing some degree of workplace ostracism during the previous six months (O'Reilly et al., 2015). A systematic review of

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89 studies indicated that workplace ostracism is associated with increased destructive behaviors and reduced constructive behaviors (Sharma & Dhar, 2022).

Ostracism may contribute to psychological strain. Research indicates that it is associated with suicidal (Chen et al., 2020) and death-related thoughts (Yaakobi, 2018). Besides psychological problems and personal distress, ostracism may also undermine work-related outcomes. Chung & Yang (2017) reported negative relationships between ostracism and helping, voicing, and in-role behaviors and showed that these relationships were mediated by organization-based self-esteem. Prior research also links workplace ostracism to less favorable work attitudes and behaviors, including lower belongingness and greater withdrawal-related outcomes (O'Reilly et al., 2015) and reduced knowledge sharing (Takhsha et al., 2020), as well as higher counterproductive work behaviors (Fatima, 2016; Yang & Treadway, 2018; Zhao et al., 2013).

Employee voice broadly refers to employees' opportunity to have a say and express views regarding work-related and organizational matters, which potentially contribute to both individual and organizational improvement (Wilkinson & Fay, 2011). Negative interpersonal dynamics, such as workplace ostracism, can reduce employees' willingness to voice (Deniz & Çimen, 2024; Wu et al., 2019). Supportive coworker relationships have been shown to encourage voice climate and support employee voice (Liang & Tang, 2010). In contrast, ostracism may undermine the interpersonal and psychological conditions that typically support speaking up, and it has been linked to lower employee voice (Chung & Yang, 2017; Deniz & Çimen, 2024; Wu et al., 2019).

OBSE is defined as employees' perception of being important, worthwhile, valued, and capable in the organization (Pierce et al., 1989), and it plays an important role in linking workplace ostracism to employee voice. Chung and Yang (2017) found that workplace ostracism was negatively related to OBSE and that OBSE was positively related to voice. From a conservation of resources (COR) perspective (Hobfoll, 1989), ostracism can be

viewed as a signal of threatened or lost valued resources, such as respect and belonging, which may undermine OBSE. Accordingly, experiencing ostracism at work may lead employees to avoid discretionary and voluntary behaviors to conserve valued resources.

The consequences of ostracism may vary depending on contextual factors. A participative climate, employees' shared perception that management invites input such as new suggestions, opinions, and even dissenting views (Huang et al., 2005), may serve as a contextual buffer. Drawing on COR theory (Hobfoll, 1989), workplace ostracism can be viewed as a signal of resource loss that may lower OBSE and, in turn, reduce employee voice. In line with self-determination theory (SDT) (Deci & Ryan, 2000), a participative climate is likely to provide greater support for employees' needs for autonomy, relatedness, and competence, which may help protect OBSE under conditions of threat and, in turn, weaken the indirect association between workplace ostracism and employee voice.

This study examines the mediating role of OBSE in the relationship between workplace ostracism and employee voice and tests whether perceived participative climate weakens the negative relationship between workplace ostracism and OBSE. Thus, the indirect association between workplace ostracism and employee voice through OBSE is expected to be stronger in a less participative climate and weaker in a more participative one. From the perspectives of SDT (Deci & Ryan, 2000) and COR theory (Hobfoll, 1989), a participative climate may weaken the negative effects of ostracism by supporting employees' psychological needs and preserving important social resources. In this way, it may help protect OBSE and sustain employee voice.

Theoretical background

Relationships between workplace ostracism, organization-based self-esteem, and employee voice

Workplace ostracism is defined as employees' perceived social exclusion by others in their work environment (Ferris et al., 2008). Typical workplace ostracism includes behaviors such as ignoring greetings, avoiding eye contact, leaving the area when the person arrives, excluding them from conversations, or treating them as if they were absent (Ferris et al., 2008). Research suggests that workplace ostracism is negatively associated with employees' psychological well-being and work-related processes (Ferris et al., 2008). It is also associated with lower belonging, job satisfaction (O'Reilly et al., 2015), knowledge sharing (Takhsha et al., 2020), and higher counterproductive behaviors (Yang & Treadway, 2018). Feeling excluded in the workplace is negatively related to constructive behaviors such as voicing (Chung & Yang, 2017; Deniz & Çimen, 2024; Wu et al., 2018, 2019).

Employee voice refers to promotive behavior that involves expressing constructive suggestions, concerns, or ideas intended to improve work-related practices and organizational functioning (Van Dyne & LePine, 1998). Employee voice is important for organizations because it is typically voluntary, discretionary, and aimed at supporting positive change for the organization or its stakeholders (Morrison, 2023).

A variety of individual factors, including personality traits, as well as job and organizational factors, have been identified as predictors of employee voice (Chamberlin et al., 2017). Prior research indicates that perceived support is associated with higher levels of employee voice in organizations (Chamberlin et al., 2017; Xie et al., 2015). In particular, coworker support can foster employees' felt responsibility to make constructive change, which is associated with higher promotive voice (Xie et al., 2015). In contrast, negative social interactions, such as workplace ostracism, are associated with

lower willingness to speak up (Deniz & Çimen, 2024; Wu et al., 2019). Workplace ostracism may lower employees' perceived relational value and threaten their self-esteem (Peng & Zeng, 2017). Employees who feel excluded may become less likely to share opinions or concerns, as perceived ostracism damages their sense of belonging and self-esteem (Chung & Yang, 2017; O'Reilly et al., 2015).

OBSE is the extent to which organizational members believe that they can satisfy their personal needs through participation in organizational roles (Pierce et al., 1989). OBSE extends the concept of self-esteem into the workplace, reflecting employees' perceived worth and competence as members of the organization (Bowling et al., 2010). Pierce and Gardner (2004) grouped antecedents of OBSE as individual traits and work and organizational experiences. Among individual factors, global self-esteem has been one of the most consistently observed correlates of OBSE. In terms of work and organizational experiences, organizational structures, job conditions, and management practices that provide opportunities for self-control, self-direction, and participation are positively associated with OBSE. Similarly, organizational signals that make employees feel valued and competent, including trust, organizational support, fair procedures and outcomes, pay level, a sense of ownership, and success-building role conditions such as performance support, security, and role clarity, are positively related to OBSE.

Studies indicate that higher OBSE has been associated with desirable outcomes such as job performance, job satisfaction, and organizational commitment (Bowling et al., 2010; Pierce et al., 1989). However, negative social experiences such as ostracism may undermine OBSE and thereby limit these advantages. Sharp et al. (2020) found that perceived exclusion was associated with lower OBSE. Similarly, Penhaligon et al. (2013) showed perceived rejection was related to lower OBSE and higher depressive symptoms among employees exposed to workgroup mistreatment.

COR theory (Hobfoll, 1989) proposes that people seek to acquire, retain, and protect

valued resources, which may include personal and social resources such as social support, status, and self-esteem. In line with COR, workplace ostracism can be conceptualized as a resource-loss threat that may deplete socio-emotional resources and increase perceptions of loss, which can contribute to psychological strain and lower engagement in voluntary, constructive behaviors. Accordingly, ostracism may undermine OBSE and, in turn, reduce employee voice.

OBSE is likely to support employees' sense of value and competence at work, which may encourage constructive contributions such as suggestions, sharing opinions, and voicing concerns. Research suggests that OBSE can serve as a pathway between workplace experiences and employee outcomes. Su et al. (2021) showed that OBSE partially mediates the relationship between developmental feedback and promotive and prohibitive voice. Chung and Yang (2017) found that OBSE mediated the relationships between workplace ostracism and several workplace behaviors. Similarly, Norman et al. (2015) reported indirect effects through OBSE from managerial roles to outcomes such as organizational commitment, job satisfaction, and intentions related to absence and quitting. Kim and Beehr (2018) also reported indirect effects through OBSE linking empowering leadership to behavioral outcomes, including organizational citizenship behaviors and deviant behaviors. A meta-analysis further provided evidence that OBSE mediates the relationship between workplace ostracism and outcomes such as job satisfaction, performance, and organizational commitment (Li et al., 2021). Choi (2016) found that OBSE mediates the relationship between abusive supervision and employee voice. These studies suggest that OBSE helps explain how workplace experiences shape employee outcomes. Integrating theoretical and empirical findings, the following hypothesis is offered:

H₁: *OBSE mediates the relationship between workplace ostracism and employee voice.*

The Moderating Role of Perceived Participative Climate

A participative climate describes employees' shared perception that management encourages the expression of new ideas and even opposing views (Huang et al., 2005). A participative climate reflects broader managerial, structural, and climate conditions that support employee involvement and participation across organizational levels in decision-making, work planning, and problem-solving (Tesluk et al., 1999). Evidence suggests that a stronger participative climate is associated with lower opinion withholding across work contexts (Huang et al., 2005). As a contextual factor, participative climates can enable or constrain the behavioral impact of interpersonal experiences.

Workplace ostracism can signal resource loss and frustrate relatedness, depleting socio-emotional resources and thereby reducing discretionary behaviors such as voicing. However, contextual conditions may buffer these resource losses. Drawing on SDT (Deci & Ryan, 2000), a participative climate is expected to support employees' autonomy, competence, and relatedness needs at work, thereby protecting OBSE when resources are threatened by ostracism.

Huang et al.'s (2005) study, based on the data from various countries, indicated that participation-supportive practices are associated with lower opinion withholding, signaling greater employee voice. Luo et al. (2022) found that an inclusive climate mitigates the adverse effect of workplace ostracism on basic psychological needs, consistent with the idea that supportive workplace climates may buffer the negative effects of ostracism. By encouraging speaking up and being involved in group discussions (Lee et al., 2014), a strong participative climate may therefore mitigate the negative association between workplace ostracism and OBSE. Thus:

H₂: *Perceived participative climate moderates the relationship between workplace ostracism and OBSE; the negative relationship between workplace ostracism and OBSE is weaker when the perceived participative climate is high.*

Moderated Mediation Model

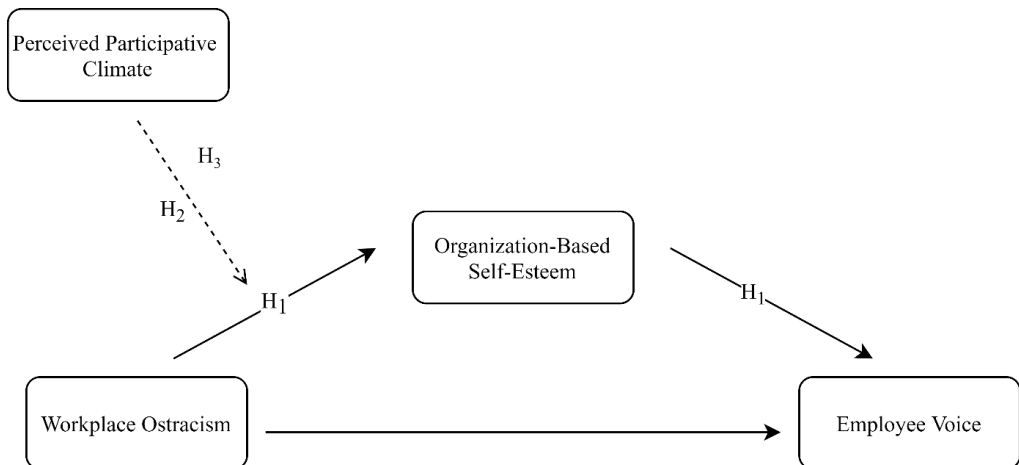
From a COR perspective (Hobfoll, 1989), workplace ostracism can signal resource loss, which may undermine OBSE and, in turn, reduce employee voice. SDT (Deci & Ryan, 2000) further suggests that a participative climate can support basic psychological needs, helping to maintain OBSE under threat. Accordingly, the negative indirect association between workplace ostracism and employee voice via OBSE is expected to be weaker at higher levels of perceived participative climate.

Research indicates that participative decision-making can promote trust in leadership, which is associated with upward voice (Silla et al., 2020). Therefore, a

participative climate may help protect OBSE by indicating that employees' input is valued and that they are competent organizational members, even when they experience exclusion. Consequently, a participative climate is expected to weaken the indirect negative association between workplace ostracism and employee voice through OBSE.

H₃: *Perceived participative climate moderates the indirect relationship between workplace ostracism and employee voice through OBSE; the negative indirect effect is weaker when the perceived participative climate is high than when it is low.*

Figure 1 provides an overview of the research model.



Note. H₁ denotes mediation, H₂ denotes first-stage moderation, and H₃ denotes moderated mediation.

Figure 1. Research Model

Method

Data were collected from Turkish white-collar employees using convenience sampling. White-collar employees were selected because their work context typically involves formal structures, hierarchy, performance pressure, and interpersonal dynamics that may make workplace ostracism relevant (O'Reilly et al., 2015). Participants came from various sectors, including finance, logistics, and technology, and they were reached through professional networks and online platforms.

Participants and Procedure

Ethical approval for this study was obtained, and all participants provided informed consent.

Participants had a mean age of 34.7 years (SD = 7.90), ranging from 21 to 61 years. The mean tenure with the current employer was 5.7 years (SD = 5.21), and the mean total experience was 11.6 years (SD = 8.06). 57% of respondents were female, and 43% were male. Most participants held a bachelor's

degree (55.7%), followed by master's degrees (16.5%), associate degrees (14.1%), high school diplomas (9.3%), and doctoral degrees (4.4%). Respondents came from organizations of all sizes, though roughly two-thirds worked in firms with fewer than 250 employees (1–9:

15.1%; 10–49: 27.8%; 50–249: 23.4%). Large organizations were also represented (250–499: 9.3%; 500–999: 8.2%; 1000+: 16.2%). The demographic distribution of participants is presented in Table 1.

Table 1. *Participant Demographics (N = 291)*

Characteristics	Frequency	%	Characteristics	Frequency	%
<i>Gender</i>			<i>No. of employees</i>		
Female	166	57.0	1-9	44	15.1
Male	125	43.0	10-49	81	27.8
<i>Age</i>			50-249	68	23.4
21-25	28	9.6	250-499	27	9.3
26-30	80	27.4	500-999	24	8.2
31-35	66	22.7	1000+	47	16.2
36-40	47	16.2	<i>Current Employer Tenure (Years)</i>		
41+	70	24.1	1-4	157	54
<i>Education</i>			5-9	81	27.8
High School	27	9.3	10+	53	18.2
Associate	41	14.1	<i>Total Work Tenure (Years)</i>		
Bachelor's	162	55.7	1-4	49	16.8
Master's	48	16.5	5-9	86	29.6
Doctorate	13	4.4	10-14	65	22.3
			15+	91	31.3

Measures

Workplace ostracism was assessed by the Workplace Ostracism Scale, consisting of 10 items developed by Ferris et al. (2008) and adapted to Turkish by Karakiraz et al. (2023). OBSE was measured by the 10-item scale developed by Pierce et al. (1989), and the Turkish adaptation was conducted by Akalın (2006). Employee voice was measured by the 6-item scale developed by Van Dyne and LePine (1998), and adaptation to Turkish was carried out by Arslan and Yener (2016). Perceived participative climate was assessed

with four items proposed by Huang et al. (2005). Items were translated into Turkish using forward-back translation. Two bilingual researchers translated the items, and a separate bilingual researcher back-translated them. Discrepancies were discussed, and minor edits were made after asking for clarity from 10 graduate students.

All items were scored on a five-point Likert scale, and no items were reverse-coded.

Results

Descriptive Statistics, Validity, Reliability, and Correlations

The psychometric quality of the measures and the correlations among the variables were tested before hypothesis testing. Descriptive statistics, internal consistency coefficients, distributional diagnostics, and bivariate correlations were computed using IBM SPSS Statistics 25. Composite reliability and average variance extracted were calculated from the CFA loadings. CFAs were conducted in IBM SPSS AMOS 24. The results are reported in Table 2.

The measures showed satisfactory psychometric properties. Cronbach’s alpha and composite reliability values ranged from .84 to .93, indicating strong internal

consistency (Hair et al., 2022; Nunnally & Bernstein, 1994). AVE values ranged from .57 to .59, and exceeded the recommended .50 threshold, and supported convergent validity (Fornell & Larcker, 1981). Distributional indices were within acceptable ranges (skewness $- .86$ to 1.09 ; kurtosis $- .08$ to $.95$), suggesting no serious departures from normality (George & Mallery, 2010).

Workplace ostracism was negatively correlated with OBSE ($r = -.50$), employee voice ($r = -.23$), and perceived participative climate ($r = -.36$), whereas OBSE was positively correlated with employee voice ($r = .55$) and perceived participative climate ($r = .71$), and employee voice was positively correlated with perceived participative climate ($r = .47$).

Table 2. Descriptive Statistics, Reliability, and Correlations

	M	SD	α	CR	AVE	Skewness	Kurtosis	1	2	3
1. WPO	1.66	.66	.93	.93	.59	1.09	.63			
2. OBSE	4.24	.63	.93	.93	.57	-.86	.95	-.50**		
3. EV	3.91	.67	.89	.89	.58	-.56	-.08	-.23**	.55**	
4. PPC	3.71	.80	.84	.84	.58	-.70	.39	-.36**	.71**	.47**

Note. M: Mean; SD: Standard Deviation; α : Cronbach’s Alpha; CR: Composite Reliability; AVE: Average Variance Extracted; WPO: Workplace Ostracism; OBSE: Organization-Based Self-Esteem; EV: Employee Voice; PPC: Perceived Participative Climate. Two-tailed significance: ** $p < .01$.

The heterotrait–monotrait ratio of correlations (HTMT) was used to assess discriminant validity. HTMT values ranged from .25 to .79, below the more conservative

.85 threshold, supporting discriminant validity among study variables (Henseler et al., 2015). HTMT ratios are presented in Table 3.

Table 3. HTMT Ratios for Discriminant Validity

	WPO	OBSE	PPC
OBSE	.524		
PPC	.406	.794	
EV	.252	.611	.543

Note. WPO: Workplace Ostracism; OBSE: Organization-Based Self-Esteem; PPC: Perceived Participative Climate; EV: Employee Voice.

Measurement Model

The measurement model was evaluated by first testing the hypothesized model comprising four factors (WPO, OBSE, PPC,

EV) and then comparing it with three, two, and one-factor alternatives. Measured fit indices are presented in Table 4.

Table 4. *Confirmatory Factor Analyses of Alternative Models*

	χ^2	df	χ^2/df	CFI	TLI	RMSEA	SRMR
4 Factor Model (WPO, OBSE, PPC, EV)	827.333	398	2.079	.92	.92	.06	.06
3 Factor Model WPO, OBSE+PPC, EV	966.499	401	2.410	.90	.89	.07	.06
3 Factor Model (WPO+OBSE, PPC, EV)	2015.839	401	5.027	.73	.70	.12	.12
2 Factor Model (WPO+OBSE, PPC+EV)	2388.221	403	5.926	.67	.64	.13	.14
2 Factor Model (WPO+OBSE+PPC, EV)	2203.816	403	5.469	.70	.67	.12	.13
1 Factor (WPO+OBSE+PPC+EV)	2879.026	404	7.126	.58	.55	.14	.17

Note. χ^2 : chi-square; df: degrees of freedom; CFI: Comparative Fit Index; TLI: Tucker–Lewis Index; RMSEA: Root Mean Square Error of Approximation; SRMR: Standardized Root Mean Square Residual; WPO: Workplace Ostracism; OBSE: Organization-Based Self-Esteem; PPC: Perceived Participative Climate; EV: Employee Voice.

The comparisons reported in Table 4 suggest that the four-factor model showed the best fit among the tested alternative models ($\chi^2 = 827.333$, $df = 398$, $\chi^2/df = 2.079$, CFI = .92, TLI = .92, RMSEA = .06, SRMR = .06) and met commonly used fit criteria (Hu & Bentler, 1999; Kline, 1998), supporting the distinctiveness of the four constructs.

Common method variance was assessed using Harman's single-factor test (Podsakoff et al., 2003). Test results showed that the first

factor explained 38.242% of the total variance, which is below the commonly used threshold of 50%, suggesting that common method bias is unlikely to be a serious concern in this study.

Lastly, multicollinearity was assessed for the predictors included in the first-stage moderation model using mean-centered predictors and their interaction term. Multicollinearity diagnostics are reported in Table 5.

Table 5. *Collinearity Statistics*

Predictors	Tolerance	VIF
WPO	.851	1.174
PPC	.862	1.159
WPOxPPC	.962	1.040

Note. WPO: Workplace Ostracism, PPC: Perceived Participative Climate.

Multicollinearity is commonly considered a concern when tolerance values fall below .20, particularly below .10 (Menard, 2002), and VIF values exceed 10 (Hair et al., 2006). The results suggested no multicollinearity concerns, as the highest VIF value was 1.17 and all tolerance values were .85 or higher.

Hypothesis Testing

The hypotheses were tested using the PROCESS macro for SPSS (Hayes, 2022) through mediation, first-stage moderation, and moderated mediation analyses. For the mediation analysis, Model 4 was used to examine the total, direct, and indirect effects of workplace ostracism on employee voice via OBSE. First-stage moderation was then tested using Model 1 by including the workplace ostracism $\times$ perceived participative climate interaction term in the prediction of OBSE and examining the change in explained variance (ΔR^2). Finally, moderated mediation was tested using Model 7 by reporting conditional indirect effects at low, mean, and high levels of perceived participative climate, together with the index of moderated mediation (Hayes, 2015, 2022). Workplace ostracism and perceived participative climate were mean-centered before creating the interaction term. Statistical significance was tested using p-values and bootstrap confidence intervals (CIs). The results are presented in Table 6.

Results from Model 4 showed that workplace ostracism was negatively associated with OBSE ($b = -0.475$, $SE = 0.048$, $t = -9.824$, $p < .001$, 95% CI $[-0.570, -0.380]$), and OBSE was positively associated with employee voice ($b = 0.623$, $SE = 0.061$, $t = 10.276$, $p < .001$, 95% CI $[0.504, 0.743]$). The total effect of workplace ostracism on employee voice was negative and significant ($c = -0.235$, $SE = 0.058$, $t = -4.033$, $p < .001$, 95% CI $[-0.349, -0.120]$). However, the direct effect became insignificant when OBSE was included ($c' = 0.061$, $SE = 0.058$, $t = 1.066$,

$p = .287$, 95% CI $[-0.052, 0.175]$), while the indirect effect through OBSE was significant ($ab = -0.296$, $BootSE = 0.046$, 95% CI $[-0.392, -0.216]$), suggesting an indirect association and supporting H_1 .

Model 1 results indicated a significant first-stage moderation. The workplace ostracism $\times$ perceived participative climate interaction positively predicted OBSE ($b = 0.125$, $SE = 0.051$, $t = 2.466$, $p = .014$, 95% CI $[0.025, 0.224]$). The interaction term explained an additional 0.9% of the variance in OBSE, $\Delta R^2 = .009$, $F(1, 287) = 6.078$, $p = .014$. This result indicates that the negative association between workplace ostracism and OBSE became weaker at higher levels of perceived participative climate. Accordingly, H_2 was supported.

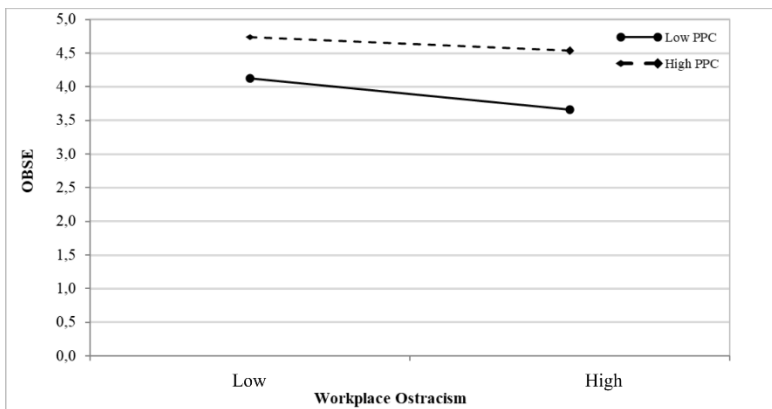
Finally, Model 7 showed that the conditional indirect effect of workplace ostracism on employee voice through OBSE varied across levels of perceived participative climate. The indirect effect was stronger at lower levels of perceived participative climate (effect = -0.217 , $BootSE = 0.044$, 95% CI $[-0.310, -0.137]$) and weaker at higher levels of perceived participative climate (effect = -0.095 , $BootSE = 0.038$, 95% CI $[-0.176, -0.026]$). The index of moderated mediation was significant (index = 0.078 , $BootSE = 0.036$, 95% CI $[0.009, 0.150]$), indicating that a higher level of perceived participative climate weakened the negative indirect effect of workplace ostracism on employee voice through OBSE. Thus, H_3 was supported.

These findings are illustrated in Figures 2 and 3. Figure 2 presents the simple slopes for the workplace ostracism $\times$ perceived participative climate interaction predicting OBSE, and Figure 3 shows the conditional indirect effect of workplace ostracism on employee voice through OBSE at low, mean, and high levels of perceived participative climate with 95% bootstrap confidence intervals.

Table 6. *Direct, Indirect, Moderation, and Moderated Mediation Effects*

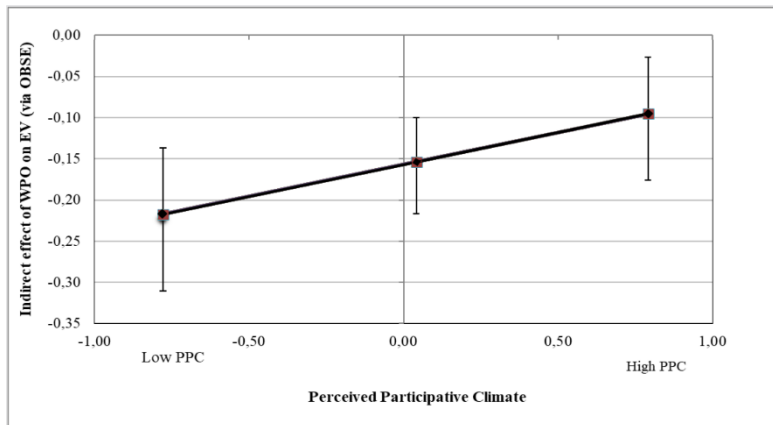
Effect	Estimate	SE / BootSE	t	p	95% CI
<i>H1. Mediation Results (Model 4)</i>					
WPO → OBSE (a)	-0.4752	0.0484	-9.8237	< .001	[-0.5704, -0.3800]
OBSE → EV (b)	0.6234	0.0607	10.2761	< .001	[0.5040, 0.7429]
WPO → EV (total, c)	-0.2348	0.0582	-4.0331	< .001	[-0.3494, -0.1202]
WPO → EV (direct, c')	0.0614	0.0576	1.0663	.287	[-0.0520, 0.1749]
WPO → OBSE → EV (indirect effect, ab)	-0.2963	0.0455	-	-	[-0.3919, -0.2159]
<i>H2. First-Stage Moderation Results (Model 1)</i>					
WPO → OBSE	-0.2515	0.0393	-6.4022	< .001	[-0.3288, -0.1742]
PPC → OBSE	0.4708	0.0322	14.6358	< .001	[0.4075, 0.5341]
WPO × PPC → OBSE (a3)	0.1248	0.0506	2.4655	.014	[0.0252, 0.2244]
<i>H3. Moderated Mediation Results (Model 7)</i>					
Cond. indirect effect at low PPC (-0.7786)	-0.2174	0.0441	-	-	[-0.3102, -0.1370]
Cond. indirect effect at mean PPC (0.0414)	-0.1536	0.0296	-	-	[-0.2167, -0.1002]
Cond. indirect effect at high PPC (0.7914)	-0.0952	0.0377	-	-	[-0.1758, -0.0263]
Moderated Mediation Index	0.0778	0.0360	-	-	[0.0086, 0.1498]

Note. Coefficients are reported as unstandardized estimates (b). Bootstrap standard errors and bootstrap confidence intervals are reported for the indirect effect, conditional indirect effects, and the index of moderated mediation, based on 5,000 bootstrap samples and 95% confidence intervals. Predictors involved in the interaction term were mean-centered prior to analysis. WPO: Workplace Ostracism; OBSE: Organization-Based Self-Esteem; PPC: Perceived Participative Climate; EV: Employee Voice; Cond.: Conditional.



Note. OBSE: Organization-based self-esteem; PPC: Perceived participative climate. The lines depict the association between workplace ostracism and OBSE at low and high levels of perceived participative climate.

Figure 2. Interaction Effect of Workplace Ostracism and Perceived Participative Climate on OBSE



Note. WPO: Workplace ostracism; OBSE: Organization-based self-esteem; PPC: Perceived participative climate; EV: Employee voice. Points show the conditional indirect effect at low, mean, and high levels of perceived participative climate; error bars represent 95% bootstrap confidence intervals.

Figure 3. Conditional Indirect Effect Across Levels of Perceived Participative Climate

Discussion

This study aimed to examine the association between workplace ostracism and employee voice through OBSE and to investigate the moderator role of perceived participative climate in this indirect relationship. The mediation findings indicate that workplace ostracism is negatively associated with OBSE, that OBSE is positively associated with employee voice, and that the direct association between workplace ostracism and employee voice becomes insignificant when OBSE is included in the model. Grounded in COR theory (Hobfoll, 1989), perceived exclusion due to ostracism can be viewed as a social stressor that threatens valued resources such as self-esteem, status, and social support, which may undermine OBSE and, in turn, lower employees' engagement in voice behavior. Prior research indicates that ostracism is associated with poorer employee well-being and other negative work-related outcomes (Ferris et al., 2008; Li et al., 2021) and is associated with serious mental health risks (Chen et al., 2020; Yaakobi, 2018). Workplace ostracism has also been shown to relate to reduced employee voice and other constructive behaviors (Chung & Yang, 2017; Wu et al., 2019). The mediation findings are consistent with prior evidence demonstrating

that OBSE functions as a path between social interactions at work and constructive behaviors, including voice (Chung & Yang, 2017; Li et al., 2021; Su et al., 2021).

Drawing on SDT (Deci & Ryan, 2000), this study examined perceived participative climate as a contextual mechanism that may support employees' basic psychological needs when they experience exclusion. The findings indicate that a perceived participative climate buffers the negative relationship between workplace ostracism and OBSE. That is, the negative association between workplace ostracism and OBSE was weaker at higher levels of perceived participative climate. These findings are also consistent with Luo et al. (2022), who reported that an inclusive climate can weaken the negative effect of workplace ostracism on basic psychological needs.

From a COR perspective, workplace ostracism can be viewed as a source of psychological resource loss that undermines OBSE and, in turn, employee voice. From an SDT perspective, a participative climate may help buffer this process by supporting employees' needs for autonomy, relatedness, and competence. Prior research indicates that participation mechanisms and participative climates are associated with greater employee

voice and lower opinion withholding (Huang et al., 2005; Silla et al., 2020). Building on this literature, the present study specifies OBSE as the mediating mechanism and perceived participative climate as a buffering moderator, indicating that the indirect association is weaker when the participative climate is higher. Accordingly, organizations may reduce self-worth losses associated with interpersonal exclusion by building climates that encourage employees' input and support voice through both formal and informal channels.

Workplace ostracism is reported widely across settings and is associated with poorer well-being (Ferris et al., 2008; Li et al., 2021), reduced sense of belonging (O'Reilly et al., 2015; Wu et al., 2018), lower voice (Wu et al., 2018, 2019), and increased counterproductive work behaviors (Fatima, 2016; Yang & Treadway, 2018; Zhao et al., 2013). Participative climates and participation mechanisms have been linked to lower opinion withholding (Huang et al., 2005), and participative decision-making can promote upward voice via trust in leadership (Silla et al., 2020). In line with the present findings, such a climate may help buffer the adverse effect of ostracism on OBSE. From the perspectives of COR (Hobfoll, 1989) and SDT (Deci & Ryan, 2000), participative practices may help reduce the negative effects of ostracism by preserving valued resources and supporting basic psychological needs, thereby helping employees maintain OBSE under threat and remain willing to speak up.

From a practical perspective, managers can strengthen participative practices and support employees' OBSE. In organizational contexts where participation practices and opportunities are limited, simple practices may help employees feel more comfortable sharing their ideas. Organizations can provide accessible channels for suggestions and concerns, clearly explain how employee input will be reviewed, and give a reasonable response timeline. Prior research shows that climates encouraging employee input are associated with higher employee voice and lower withholding (Huang et al., 2005; Silla et al., 2020). In addition, OBSE can be strengthened through organizational and managerial practices that support employees'

self-control and self-direction (Pierce & Gardner, 2004). Such practices may help employees feel capable, important, and valued, which can lead to more constructive behaviors and positive work attitudes (Chung & Yang, 2017; Liu et al., 2013; Norman et al., 2015; Su et al., 2021). From an SDT perspective, this idea is also supported by prior research showing that workplace ostracism can weaken employees' basic psychological needs and help explain its negative outcomes (Luo et al., 2022). Therefore, when organizations encourage participation and make employees feel recognized, employees may be more likely to maintain their sense of value and feel comfortable speaking up.

Organizations can support employee voice by reducing workplace ostracism, strengthening employees' OBSE, and creating a more participative climate. A useful first step may be to recognize and address everyday forms of exclusion within teams, such as ignoring, excluding, or withholding information from coworkers. Since the present findings and prior research (Chung & Yang, 2017) show that ostracism can weaken OBSE and reduce employee voice, organizations may benefit from practical actions such as training to raise awareness of exclusionary behaviors, setting clear team norms against exclusion, and implementing safe procedures for reporting interpersonal mistreatment. In addition, intervention efforts may focus on strengthening employees' sense of value and competence in the organization. Prior research indicates that developmental feedback and supportive leadership practices can enhance OBSE (Kim & Beehr, 2018; Su et al., 2021), suggesting that managers can be trained to provide constructive feedback, invite and recognize employee contributions, and respond to employee suggestions with respect and appreciation. Moreover, organizations can reinforce a participative climate by embedding opportunities for voice into work processes and by organizing regular consultation meetings, structured suggestion systems, and participative problem-solving practices, which may support a safer and more worthwhile work environment in which to speak up.

This study has several limitations. First, the study used a cross-sectional design based on self-reported data collected at a single time

point. Although the hypothesized moderated mediation model implies a theoretical causal sequence, the cross-sectional nature of the data limits strong causal inferences. Future studies could strengthen these insights by using multi-source and longitudinal designs. Second, the study relied on convenience sampling of Turkish white-collar employees, which may limit the generalizability of the findings beyond similar occupational and cultural contexts. Future research could extend this work by examining other work settings and employee groups. Third, although procedural remedies were used and common method variance was assessed through Harman's single-factor test (Podsakoff et al., 2003), some common method variance may still remain. Future research may reduce this concern by using multiple data sources and longitudinal designs. Fourth, participative climate was examined at the individual perception level. Future studies could establish within-group agreement and examine unit-level or cross-level effects. Fifth, although OBSE was identified as a key mediating mechanism, other psychological processes that are not included in this study model may also link workplace ostracism to employee voice. Finally, future studies could differentiate workplace ostracism by source, such as supervisor or coworker ostracism, and employee voice by form to better specify the nature of these relationships.

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