

SMART

Journal of Business Management Studies

(A Professional, Refereed, International and Indexed Journal)

Vol-21 Number-2

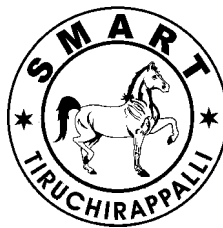
July - December 2025

Rs. 500

ISSN 0973-1598 (Print)

ISSN 2321-2012 (Online)

Professor MURUGESAN SELVAM, M.Com, MBA, Ph.D, D.Litt
Founder - Publisher and Chief Editor



**SCIENTIFIC MANAGEMENT AND ADVANCED RESEARCH TRUST
(SMART)**

TIRUCHIRAPPALLI (INDIA)
www.smartjournalbms.org

MANAGING OSTRACISING BEHAVIOUR: THE ROLE OF COPING APPRAISALS AND EMOTIONAL INTELLIGENCE IN EMPLOYEE RESPONSES TO HEALTH THREAT

Nor Azairiah Fatimah Othman*

*Faculty of Business and Management,
Universiti Teknologi MARA Cawangan Johor
norazairiah@uitm.edu.my*

Veera Pandiyan Kaliani Sundram

*Faculty of Business and Management
Universiti Teknologi MARA, Cawangan Selangor
veera692@uitm.edu.my*

Farsha Farahana Ahmad Izhan

*Faculty of Business and Management
Universiti Teknologi MARA Cawangan Johor
farshaizhan97@gmail.com*

and

Muhammad Majid

*Faculty of Business and Management
Universiti Teknologi MARA Cawangan Johor
muhdmajid@uitm.edu.my*

Abstract

This study examines the relationship between coping appraisals (self-efficacy and response efficacy) and ostracising behaviour, moderated by emotional intelligence, within the banking sector. Drawing from the Protection Motivation Theory (PMT), the study explores how employees' perceived ability to implement protective measures, influences their likelihood of engaging in ostracising behaviour. Data were collected from back-end employees in local commercial banks within Kuala Lumpur, using a cross-sectional survey approach. The findings revealed a significant positive relationship between self-efficacy and ostracising behaviour, indicating that employees with high self-efficacy, were more

*** Corresponding Author**

likely to avoid colleagues perceived as health risks. Conversely, response efficacy was negatively related to ostracising behaviour, suggesting that employees who believe in the effectiveness of preventive measures, were less likely to engage in exclusionary actions. However, emotional intelligence did not moderate these relationships, highlighting that individuals' confidence in managing health risks may overshadow the role of emotional regulation in workplace interactions. Future research should explore the impact of organizational factors, geographical variations and different occupational sectors to gain deeper insights into the workplace ostracism dynamics.

Keywords: Workplace Ostracism, Coping Appraisal, Emotional Intelligence

JEL Code : C91, G4 and G41.

Paper Received : 19.02.2025

Revised : 11.03.2025

Accepted : 25.03.2025

1. Introduction

Workplaces are high-risk environments for infectious disease transmission, often prompting employees to adopt protective behaviours such as social distancing. While these measures aim to reduce health risks, they can also create unintended social gaps, fostering exclusion and workplace ostracism (Al Riyami et al., 2023). Fear of infection and anxiety drive individuals to isolate themselves, reinforcing ostracising behaviour (Kilic et al., 2023). Protection Motivation Theory (PMT) suggests that individuals assess their ability to cope, influencing their behavioural responses, including avoidance and exclusion (Guidry et al., 2022).

Ostracising behaviour in response to infectious diseases, has been widely observed, manifesting in various forms such as stigmatization, silent treatment and social avoidance (Wang et al., 2023). Previous outbreaks have shown that fear of contagion leads to the rejection of affected individuals (Ranganathan et al., 2023). In a given workplace, ostracism can serve as a protective mechanism against a perceived threat (Rich, 2020). This study examines how coping appraisal, comprising self-efficacy and response efficacy, shapes workplace ostracism.

Emotional Intelligence (EI) plays a crucial role in regulating emotions and responses to workplace challenges. Individuals with high EI, are better equipped to manage fears, reduce negative biases and foster healthier workplace interactions (Mattingly & Kraiger, 2019). When negative events occur, EI helps individuals to navigate social complexities and minimize harmful behaviours (Attaullah & Afsar, 2021). Given its potential to moderate the relationship between coping appraisal and ostracising behaviour, this study proposes to investigate how coping appraisal influences ostracising behaviour, with EI acting as a moderating factor.

2. Review of Literature

2.1. Ostracising Behaviour

From the perpetrator's perspective, ostracizing behaviour (OB) occurs when an employee is excluded despite social norms supporting inclusion (Robinson et al., 2013). Targets may feel ignored when they should be acknowledged in social or work-related interactions (Ferris et al., 2008). Common ostracising behaviours include avoiding eye contact, silent treatment and neglect (Tan et al., 2024). Ostracism is often used for individual or group protection (Sharma & Dhar, 2024).

2.2. Self-Efficacy

Self-Efficacy (SE) refers to an individual's belief in their ability to achieve desired behavioural changes (**Bandura, 1977**). In health contexts, strong SE enhances adherence to preventive measures, such as hygiene practices and disease prevention behaviours, particularly during pandemics (**Leigh et al., 2020**). Research highlights SE as a significant predictor of health behaviours (**Rad et al., 2021**). Within PMT, SE directly impacts individuals' engagement in health-related behaviour changes, with confidence in one's ability, serving as a key factor in both intention and action (**Brouwer-Goossensen et al., 2016**). Research supports its significance, as individuals, confident in their ability to avoid infections, are more likely to adopt preventive measures (**Breland et al., 2020**). Positive correlations have been found between SE and behavioural changes, including self-isolation, social distancing and mask-wearing (**Farooq et al., 2019; Mortada et al., 2021**). Thus, SE significantly shapes individuals' motivation for preventing infections, which may extend to employees' belief in using OB to avoid infectious diseases in the workplace.

2.3. Response Efficacy

According to PMT, response efficacy (RE) is directly linked to the intention to engage in protective behaviours, as individuals are more motivated to change if they believe it reduces future risks (**Brouwer-Goossensen et al., 2016**). Higher RE is associated with increased precautionary actions such as handwashing and mask-wearing (**Bish & Michie, 2010**). Studies also suggest that when individuals perceive a safety measure as ineffective, they are less likely to adopt it (**Bekkers et al., 2023**). In this study, RE may shape employees'

perceptions that OB is an ineffective way to prevent infectious diseases. As employees believe more in the effectiveness of proper preventive measures, they are less likely to engage in workplace ostracism.

2.4. Emotional Intelligence

EI predicts workplace ostracism as it enables individuals to regulate emotions, resolve conflicts and foster positive workplace relationships, reducing the likelihood of being ostracized (**Liu et al., 2021**). High EI enhances decision-making, empathy and ethical judgment, helping employees to manage negative emotions like frustration and rejection (**Cherry, 2024**). Additionally, employees, who have high EI, tend to form stronger social networks, improving workplace interactions and reducing exclusion (**Barr, 2024**). Previous research has shown significant positive relationship between EI and SE, where individuals with higher EI exhibit greater confidence in managing challenges and workplace stress (**Rathi & Rastogi, 2009**). Moreover, emotionally intelligent individuals tend to have more positive attitude toward work, reinforcing their belief in their capabilities (**Salami, 2007**). Similarly, RE, which refers to the belief in the effectiveness of an action, is shaped by EI, as individuals with high EI, prefer adaptive coping strategies over ostracism in managing workplace health risks (**Attaullah & Afsar, 2021**). By leveraging emotional awareness and regulation, they perceive alternative protective measures as more effective than exclusionary behaviours (**Prentice et al., 2020**).

3. Statement of the Problem

Ostracising behaviour has become a significant concern, particularly in high-contact sectors like banking, where employees frequently interact with customers, increasing

their exposure to infectious diseases (Yu et al., 2021). While protective measures such as social distancing and self-isolation, help reduce health risks, they can unintentionally lead to social exclusion and workplace ostracism (Sarwar et al., 2023). Existing research has primarily focused on workplace ostracism in healthcare settings (Shafique et al., 2021; Taylor et al., 2020) and from the victim's perspective (De Clercq et al., 2019; Singh & Srivastava, 2021), leaving gaps in understanding how and why employees engage in OB, particularly in non-healthcare sectors such as banking (Rudert et al., 2023).

This behaviour has severe consequences, leading to psychological distress (Tweedie et al., 2019), reduced employee engagement (Anjum et al., 2022) and increased turnover (Zhang et al., 2019). However, the factors influencing OB, remain underexplored, particularly with EI (Naz et al., 2019). Most existing studies focus on the characteristics of the victims rather than those engaging in ostracism (Wang & Li, 2018; Wu et al., 2015). Given the effects of threat perception and coping mechanisms (Ling et al., 2019), examining its moderating role through PMT (Rogers, 1975), is essential.

4. Need of the Study

Understanding ostracising behaviour in the context of infectious disease prevention is crucial for fostering inclusive work environments. While past studies have examined its impact on employees and organizations, little attention has been given to the factors driving ostracising behaviour, particularly in non-healthcare sectors. Given that workplace interactions significantly influence disease transmission (Zivich et al., 2021), it is essential to explore how protective behaviours like self-isolation and social

distancing may unintentionally lead to ostracism. This study focuses on the banking sector, where frequent customer interactions increase infection risks, highlighting the need to understand the psychological and social effects of workplace behaviours during health crises.

Additionally, EI plays a crucial role in managing workplace relationships and coping with health-related stressors (Zhang & Shi, 2017). Despite its recognized importance, little research has explored its moderating effect on workplace ostracism. By integrating the PMT, this study contributes to the understanding of how EI influences threat perception and coping appraisal, ultimately affecting workplace interactions. This study, therefore, fills an important research gap and provides practical implications for organizations seeking to balance health risk management with maintaining a cohesive workforce.

5. Objective of the Study

This study aims to investigate the relationship between coping appraisals, specifically self-efficacy and response efficacy and ostracising behaviour among banking employees. Additionally, this study seeks to determine whether EI moderates the relationship between coping appraisals and ostracising behaviour.

6. Hypothesis of the Study

This study proposed four hypotheses, to examine the relationships between SE, and RE with OB (Figure 1). Additionally, it investigates the moderating role of EI in these relationships. The hypotheses are as follows:

- H1:** There is positive and significant relationship between self-efficacy and ostracising behaviour among banking employees.
- H2:** There is negative and significant relationship between response efficacy and

ostracising behaviour among banking employees.

H3: The positive and significant relationship between self-efficacy and ostracising behaviour among banking employees will be weaker when emotional intelligence is higher.

H4: The negative and significant relationship between response efficacy and ostracising among banking employees will be stronger when emotional intelligence is higher.

7. Research Methodology

7.1 Sample Selection

The population comprises employees from eight local commercial banks in Malaysia, as listed by **Bank Negara Malaysia (2023)**, with a specific focus on back-end employees in Kuala Lumpur. This group was chosen due to their indirect exposure to infectious diseases compared to front-end employees, who frequently interact with customers. The study employed snowball sampling, a method used while accessing a specific population, is challenging (**Saunders et al., 2019**). Using power analysis via G*Power software, the required sample size was determined to be 114 respondents, aligning with prior recommendations for statistical significance and model reliability (**Hair et al., 2023**). By the end of data collection, 474 responses were gathered. However, after data cleaning, only 420 valid samples remained for the analysis.

7.2 Period of Study

This study adopted a cross-sectional approach, assessing study variables at a single point in time. Data collection took place over two months, from mid-October 2023 to mid-November 2023.

7.3 Source of Data

Primary data were used for conducting this study. The study utilized validated instruments to measure key variables. OB was assessed, by using a 10-item scale developed by **Ferris et al. (2008)**, with a reliability coefficient of 0.82. SE and RE, both components of coping appraisal, were measured by using 4-item scales, developed by **Su et al., 2022**, with reliability coefficients of 0.85 and 0.86, respectively. EI was evaluated by using the 16-item Wong and Law EI Scale (WLEIS) developed by **Wong and Law (2002)**, with a reliability coefficient of 0.86.

7.4 Data Analysis Tools

This study utilized IBM SPSS 27 for data cleaning and SmartPLS 4.1.0 was used for Partial Least Squares Structural Equation Modeling (PLS-SEM), to analyse complex relationships between variables (**Hair et al., 2023**).

8. Data Analysis and Interpretation

8.1 Demographic Profile of the employees from commercial banks in Malaysia

The demographic analysis included gender, age, marital status, education, workplace affiliation, professional roles, tenure and infectious disease history, as shown in **Table 1**. The majority of respondents were female (68.6 %) and aged 25-38 (48.6 %). Marital status was evenly split between single and married (48.6 % each). Majority reported Bachelor's degree (82.9 %), followed by Master's (14.3 %), while Diploma and PhD holders each accounted for 1.4 %.

The respondents were from eight local commercial banks in Kuala Lumpur, with F and H Bank having the highest representation (20.0 % each). Majority were back-end employees

(76.4 %), while 23.6 % handled both front-end and back-end roles. Employees with 3-4 years of experience made up the largest group (33.6 %), followed by 1-2 years (26.4 %), over 4 years (25.0 %), and less than a year (15%). Notably, 93.6 % reported a history of infectious diseases, with COVID-19 being the most common (85.0 %), alongside influenza and tuberculosis.

8.2 Measurement Model Assessment

The measurement model was assessed by evaluating loadings, average variance extracted (AVE), and composite reliability (CR). According to **Hair et al. (2023)**, acceptable thresholds include loadings ≥ 0.5 , AVE ≥ 0.5 , and CR ≥ 0.7 . As presented in **Table 2**, all AVE values exceeded 0.5, and CR values were above 0.7, confirming strong reliability. All items exhibited loadings between 0.287 and 0.970. SE1 (0.287) was removed for falling below the threshold, while the others were retained. Discriminant validity was then examined, by using the HTMT criterion, proposed by **Henseler et al. (2015)**. The stricter threshold requires HTMT values to be ≤ 0.85 while the more lenient criterion is ≤ 0.90 . As shown in **Table 3**, all HTMT values remained below 0.90, confirming that respondents effectively distinguished between the constructs. These results established the validity and reliability of the measurement model.

8.3 Structural Model Assessment

Following the validation of the measurement model, the structural model (inner model) was evaluated by analyzing the path coefficients (β), coefficient of determination (R^2), and predictive relevance, using the PLSpredict method. The R^2 value for ostracising behaviour was 0.145, indicating that the two predictors explained 14.5% of its

variance. Based on **Hair et al. (2023)**, R^2 values of 0.25, 0.50, and 0.75 revealed weak, moderate, and substantial effects in structural models. As shown in **Table 4**, both SE $\rightarrow$ OB ($\beta = 0.369$, $p < 0.000$) and RE $\rightarrow$ OB ($\beta = -0.172$, $p < 0.016$) significantly influenced ostracising behaviour, supporting H_1 and H_2 . Predictive relevance was further assessed.

8.4 Moderation Analysis

Lastly, moderation analysis was conducted to assess the significance of interaction effects (**Hair et al., 2023**). The results in **Table 4** showed that the interactions SE*EI $\rightarrow$ OB ($\beta = 0.060$, $p < 0.097$) and RE*EI $\rightarrow$ OB ($\beta = 0.014$, $p < 0.414$) were not significant. Therefore, H_3 and H_4 were not supported.

9. Findings of the Study

The study found SE $\rightarrow$ OB to be positive and significant. Employees, with high self-efficacy, were more confident in their ability to protect themselves, leading them to avoid potentially infected colleagues. **Hadizadeh-Talasaz et al. (2022)** similarly found that individuals, who perceived COVID-19 to be severe, had higher SE and engaged in preventive behaviours. Studies in Japan (**Al-Hasan et al., 2020**) also confirmed a positive link between SE and ostracism.

Conversely, RE $\rightarrow$ OB reported negative significant relationship. Employees, who believed in the effectiveness of preventive measures, viewed ostracism to be ineffective and harmful. This aligns with **Lewis et al. (2010)**, who found that higher response efficacy reduced fear-driven behaviours, and **Guidry et al. (2022)** linked RE to adherence to social distancing. These findings highlight RE role in shaping behaviour, showing that belief in effective prevention reduces reliance on ostracism.

The study found that EI did not moderate SE → OB, suggesting that employees with high SE engaged in ostracism regardless of their EI level. In other words, confidence in one's ability to manage risks, may overshadow the influence of EI in regulating behaviour. Research findings suggest that EI and SE are not significantly correlated (**Al-ahzam, 2023**), which may explain why EI did not moderate the SE → OB relationship, as individuals with low SE also struggle to cope with exclusion (**De Clercq et al., 2019**).

Similarly, EI did not moderate RE → OB. Employees, who believed in the effectiveness of preventive actions, were less likely to ostracize others, irrespective of their EI levels. **Hari et al. (2023)** found significant positive correlation between emotion regulation, emotion utilization, and RE but no significant relationship between emotion appraisal (self and others) and RE. These findings highlight the need for further exploration of additional factors, such as workplace culture and organizational policies, in shaping social behaviours at work.

10. Suggestions

This study highlights the role of self-efficacy in shaping employees' coping strategies during health crises, including ostracising behaviour. Employees, with high self-efficacy, may initially adopt extreme precautions, such as excluding colleagues, as a defensive response. However, effective crisis management can encourage constructive coping mechanisms. Managers can achieve this through clear health risk communication, accessible protective measures and training programs that boost confidence in handling threats. Moreover, strengthening response efficacy fosters adaptive responses, minimizing unnecessary ostracism and promoting a supportive workplace environment.

11. Conclusion

This study contributes to understanding workplace ostracism by demonstrating how SE and RE influence employees' exclusionary behaviours, in the context of infectious disease prevention. Employees, with high SE, were more likely to engage in OB whereas those with higher RE were less inclined to do so. The findings also indicate that EI did not moderate these relationships, suggesting that employees' confidence in their ability to manage risks, may outweigh the role of emotional regulation in workplace dynamics. Given the negative implications of ostracism on employee well-being and organizational cohesion, businesses should implement policies that promote inclusive behaviours and reduce social isolation, particularly during health crises. Future studies should explore additional factors such as workplace culture, leadership and industry-specific dynamics, to develop more comprehensive interventions for mitigating ostracism in professional settings.

12. Limitations of the Study

This study suffered from several limitations. It did not distinguish between personal and task ostracism, making it unclear which was more prevalent due to infectious disease protection. Data collection, during the transition from the COVID-19 pandemic, may have influenced perceptions. Other factors like organizational culture, stress levels and remote work dynamics, were not considered. The study's focus on Kuala Lumpur and back-end banking employees, limits generalizability and reliance on snowball sampling restricted sample diversity.

13. Scope for Further Study

Future research should explore additional factors, influencing ostracising behaviour, particularly in the context of health protection

measures. Since EI did not moderate the relationship between coping appraisal and ostracism, future studies should examine its four dimensions of self-emotion appraisal, emotion appraisal, emotion regulation and emotion utilization for deeper insights (Hari et al., 2023). Expanding research to multiple geographical locations within Malaysia, including urban, suburban, and rural areas, will capture diverse perspectives. Additionally, investigating various sectors such as travel, hospitality, public transportation and manufacturing can provide a broader understanding of how workplace ostracism differs across industries during infectious disease outbreaks.

14. Acknowledgement

This project was funded by FRGS Grant, Ministry of Higher Education Malaysia with grant code FRGS/1/2022/SS02/UITM/02/13

15. References

- Al Riyami, S., Razzak, M. R., & Al-Busaidi, A. S. (2023). Work from home and workplace ostracism, beyond the COVID-19 pandemic: moderating effect of perceived organizational support. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-01-2023-0022>
- Al-ahzam, L. A. L. (2023). Emotional Intelligence and Its Relationship to the Level of Self-Efficacy in Counseling Among Psychological and Educational Counseling Students- Hodeidah University. *University of Science and Technology Journal for Management and Human Sciences*, 1(2), 41–69.
- Al-Hasan, A., Khuntia, J., & Yim, D. (2020). Threat, coping, and social distance adherence during COVID-19: Cross-continental comparison using an online cross-sectional survey. In *Journal of Medical Internet Research* (Vol. 22, Issue 11). JMIR Publications Inc. <https://doi.org/10.2196/23019>
- Anjum, M. A., Liang, D., Durrani, D. K., & Ahmed, A. (2022). Workplace ostracism and discretionary work effort: a conditional process analysis. *Journal of Management & Organization*, 28(2), 226–243.
- Attaullah, & Afsar, B. (2021). Workplace ostracism and counterproductive work behaviors in the healthcare sector: A moderated mediation analysis of job stress and emotional intelligence intelligence. *Dynamic Relationships Management Journal*, 10(1), 73–92. <https://doi.org/10.17708/DRMJ.2021.v10n01a05>
- Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191.
- Barr, P. (2024). Relationships of nursing stress and trait emotional intelligence with mental health in neonatal intensive care unit nurses: A cross-sectional correlational study. *Australian Critical Care*, 37(2), 258–264.
- Bekkers, L., van't Hoff-De Goede, S., Misana-ter Huurne, E., van Houten, Y., Spithoven, R., & Leukfeldt, E. R. (2023). Protecting your business against ransomware attacks? Explaining the motivations of entrepreneurs to take future protective measures against cybercrimes using an extended protection motivation theory model. *Computers & Security*, 127, 103099.
- Bish, A., & Michie, S. (2010). Demographic and attitudinal determinants of protective behaviours during a pandemic: A review. *British Journal of Health Psychology*, 15(4), 797–824.
- Breland, J. Y., Wong, J. J., & McAndrew, L. M. (2020). Are Common Sense Model constructs and self-efficacy simultaneously correlated with self-management behaviors and health outcomes: A systematic review. *Health Psychology Open*, 7(1), 2055102919898846. <https://doi.org/10.1177/2055102919898846>

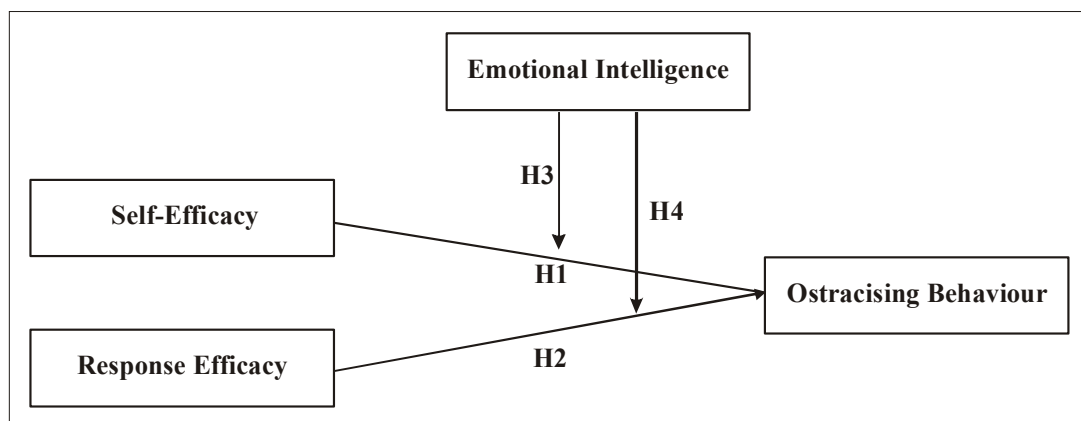
- Brouwer-Goossensen, D., Genugten, L. van, Lingsma, H., Dippel, D., Koudstaal, P., & Hertog, H. den. (2016).** Determinants of intention to change health-related behavior and actual change in patients with TIA or minor ischemic stroke. *Patient Education and Counseling*, 99(4), 644–650. <https://doi.org/10.1016/j.pec.2015.10.028>
- Cherry, K. (2024).** Emotional Intelligence: how we perceive, evaluate, express, and control emotions. *Verywell Mind* [Ýěâêððííúé Ðãñóðñ].-Ðåæè Æñòóìà: <https://www.verywellmind.com/what-is-emotional-intelligence-2795423> (Äàòà Íáðàùáìèý: 02.10.2023).
- Chung, Y. W. (2018).** Workplace ostracism and workplace behaviors: A moderated mediation model of perceived stress and psychological empowerment. *Anxiety, Stress, & Coping*, 31(3), 304–317.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019).** Workplace ostracism and job performance: roles of self-efficacy and job level. *Personnel Review*, 48(1), 184–203. <https://doi.org/10.1108/PR-02-2017-0039>
- Farooq, A., Jeske, D., & Isoaho, J. (2019).** Predicting students' security behavior using information-motivation-behavioral skills model. *ICT Systems Security and Privacy Protection: 34th IFIP TC 11 International Conference, SEC 2019, Lisbon, Portugal, June 25-27, 2019, Proceedings 34*, 238–252.
- Ferris, D. L., Berry, J., Brown, D. J., & Lian, H. (2008).** When silence isn't golden: measuring ostracism in the workplace. *Academy of Management Proceedings*, 2008(1), 1–6. <https://doi.org/10.5465/ambpp.2008.33725266>
- Ferris, D. L., Chen, M., & Lim, S. (2017).** Comparing and contrasting workplace ostracism and incivility. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 315–338. <https://doi.org/10.1146/annurev-orgpsych-032516-113223>
- Guidry, J. P. D., Perrin, P. B., Bol, N., Song, B. B., Hong, C., Lovari, A., Coman, I. A., O'Donnell, N. H., Alkazemi, M., Niu, J., Pabian, S. J. R., Linn, A. J., Miller, C. A., & Carlyle, K. E. (2022).** Social distancing during COVID-19: threat and efficacy among university students in seven nations. *Global Health Promotion*, 29(1), 5–13. <https://doi.org/10.1177/17579759211051368>
- Hadizadeh-Talasaz, F., Mohammadzadeh, F., & Noghabi, A. D. (2022).** Predictors of the Social Distancing Behaviors during the COVID-19 Pandemic using Protection Motivation Theory in Iran: A cross sectional study. *Journal of Preventive Medicine and Hygiene*, 63(1), 35–43. <https://doi.org/10.15167/2421-4248/jpmh2022.63.1.2228>
- Hair, Jr., Hult, T., Ringle, C., & Sarstedt, M. (2023).** *A primer on partial least square structural equation modeling (PLS-SEM)* (3rd ed.). Sage.
- Hari, H., Majeed, F., Baby, D., Ninan, A. B., & Mathews, K. D. (2023).** Emotional Intelligence and Coping Self-efficacy among Emerging Adults. *International Journal of Engineering Technology and Management Sciences*. <https://api.semanticscholar.org/CorpusID:261592839>
- Henseler, J., Ringle, C.M., & Sarstedt, M. (2015).** A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135.
- Hsieh, H., & Karatepe, O. M. (2019).** Outcomes of workplace ostracism among restaurant employees. *Tourism Management Perspectives*, 30, 129–137. <https://doi.org/10.1016/j.tmp.2019.02.015>

- Kilic, D., Aslan, G., Ata, G., & Bakan, A. B. S. (2023).** Relationship between the fear of COVID 19 and social isolation and depression in elderly individuals. *Psychogeriatrics*, 23(2), 222–229.
- Leigh, L., Taylor, C., Glassman, T., Thompson, A., & Sheu, J. J. (2020).** A Cross-Sectional Examination of the Factors Related to Emergency Nurses' Motivation to Protect Themselves Against an Ebola Infection. *Journal of Emergency Nursing*, 46(6), 814–826. <https://doi.org/10.1016/j.jen.2020.05.002>
- Lewis, I. M., Watson, B., & White, K. M. (2010).** Response efficacy: The key to minimizing rejection and maximizing acceptance of emotion-based anti-speeding messages. *Accident Analysis & Prevention*, 42(2), 459–467. <https://doi.org/https://doi.org/10.1016/j.aap.2009.09.008>
- Ling, M., Kothe, E. J., & Mullan, B. A. (2019).** Predicting intention to receive a seasonal influenza vaccination using Protection Motivation Theory. *Social Science & Medicine*, 233, 87–92.
- Liu, C., Yang, J., & Gu, X. (2021).** Antecedents of workplace ostracism. *Workplace Ostracism: Its Nature, Antecedents, and Consequences*, 65–99.
- Mattingly, V., & Kraiger, K. (2019).** Can emotional intelligence be trained? A meta-analytical investigation. *Human Resource Management Review*, 29(2), 140–155.
- Mortada, E., Abdel-Azeem, A., Al Showair, A., & Zalat, M. M. (2021).** Preventive behaviors towards Covid-19 pandemic among healthcare providers in Saudi Arabia using the protection motivation theory. *Risk Management and Healthcare Policy*, 685–694.
- Naz, S., Li, C., Nisar, Q. A., & Rafiq, M. (2019).** Linking emotional intelligence to knowledge sharing behaviour: mediating role of job satisfaction and organisational commitment. *Middle East Journal of Management*, 6(3), 318–340.
- Ningsih, M. U. (2022).** *The description of psychological aspect and stigma experienced by COVID-19 survivors* (Vol. 4, Issue 2). <http://jkt.poltekkes-mataram.ac.id/index.php/home/index>
- Prentice, C., Zeidan, S., & Wang, X. (2020).** Personality, trait EI and coping with COVID 19 measures. *International Journal of Disaster Risk Reduction*, 51, 101789.
- Rad, R. E., Mohseni, S., Kamalzadeh Takhti, H., Hassani Azad, M., Shahabi, N., Aghamolaei, T., & Norozian, F. (2021).** Application of the protection motivation theory for predicting COVID-19 preventive behaviors in Hormozgan, Iran: a cross-sectional study. *BMC Public Health*, 21(1), 466. <https://doi.org/10.1186/s12889-021-10500-w>
- Ranganathan, P., Tandon, S., Khan, S., Sharma, P., Sharma, S., Mishra, G., Pattadath, B., Nair, S., Rajput, P., & Caduff, C. (2023).** Investigating stigma during the COVID-19 pandemic: Living conditions, social determinants and experiences of infection among employees at a tertiary referral cancer centre. *Journal of Cancer Policy*, 36. <https://doi.org/10.1016/j.jcpo.2023.100412>
- Rathi, N., & Rastogi, R. (2009).** Assessing the relationship between emotional intelligence, occupational self-efficacy and organizational commitment. *Journal of the Indian Academy of Applied Psychology*, 35(1), 93–102.
- Rich, M. (2020).** As coronavirus spreads, so does anti-Chinese sentiment. *The New York Times*, 30.
- Rogers, R. W. (1975).** A protection motivation theory of fear appeals and attitude change1.

- The Journal of Psychology*, 91(1), 93–114. <https://doi.org/10.1080/00223980.1975.9915803>
- Rudert, S. C., Möring, J. N., Kenntemich, C., & Büttner, C. M. (2023).** When and why we ostracize others: Motivated social exclusion in group contexts. *Journal of Personality and Social Psychology*.
- Salami, S. O. (2007).** Relationships of emotional intelligence and self-efficacy to work attitudes among secondary school teachers in southwestern Nigeria. *Essays in Education*, 20(1), 5.
- Sarwar, A., Imran, M. K., Hafeez, H., Zaheer, M., & Fatima, T. (2023).** Does workplace ostracism negatively affect family life during a pandemic? *Personnel Review*. <https://doi.org/10.1108/PR-02-2022-0128>
- Saunders, M. N. K., Lewis Philip, & Thornhill Adrian. (2019).** *Research methods for business students* (8th ed.). Pearson Education Limited. www.pearson.com/uk
- Schilpzand, P., & Huang, L. (2018).** When and how experienced incivility dissuades proactive performance: An integration of sociometer and self-identity orientation perspectives. *Journal of Applied Psychology*, 103(8), 828.
- Shafique, I., Qammar, A., Kalyar, M.N., Ahmad, B., & Mushtaq, A. (2021).** Workplace ostracism and deviant behaviour among nurses: a parallel mediation model. *Journal of Asia Business Studies*, 15(1), 50–71. <https://doi.org/10.1108/JABS-03-2020-0096>
- Sharma, N., & Dhar, R. L. (2022).** From curse to cure of workplace ostracism: A systematic review and future research agenda. *Human Resource Management Review*, 32(3). <https://doi.org/10.1016/j.hrmr.2021.100836>
- Singh, C. B. P. (2020).** Protection Motivation, Social Distancing and Behavioural Changes during COVID-19 Pandemic. In *Indian Journal of Mental Health* (Vol. 7, Issue 3).
- Singh, L. B., & Srivastava, S. (2021).** Linking workplace ostracism to turnover intention: A moderated mediation approach. *Journal of Hospitality and Tourism Management*, 46, 244–256. <https://doi.org/10.1016/j.jhtm.2020.12.012>
- Su, D. N., Truong, T. M., Luu, T. T., Huynh, H. M. T., & O'Mahony, B. (2022).** Career resilience of the tourism and hospitality workforce in the COVID-19: The protection motivation theory perspective. *Tourism Management Perspectives*, 44, 101039. <https://doi.org/10.1016/j.tmp.2022.101039>
- Sunhee, K., & Seoyong, K. (2020).** Analysis of the impact of health beliefs and resource factors on preventive behaviors against the covid-19 pandemic. *International Journal of Environmental Research and Public Health*, 17(22), 1–21. <https://doi.org/10.3390/ijerph17228666>
- Tan, Z., Yuan, L., Wang, J., & Wan, Q. (2024).** When the victims fight back: the influence of workplace ostracism on employee knowledge sabotage behavior. *Journal of Knowledge Management*, 28(5), 1249–1277.
- Taylor, S., Landry, C. A., Rachor, G. S., Paluszek, M. M., & Asmundson, G. J. G. (2020).** Fear and avoidance of healthcare workers: An important, under-recognized form of stigmatization during the COVID-19 pandemic. *Journal of Anxiety Disorders*, 75, 102289. <https://doi.org/https://doi.org/10.1016/j.janxdis.2020.102289>
- Tweedie, D., Wild, D., Rhodes, C., & Martinov Bennie, N. (2019).** How does performance management affect workers? Beyond human resource management and its critique. *International Journal of Management Reviews*, 21(1), 76–96.

- Wang, L. M., Lu, L., Wu, W. L., & Luo, Z. W. (2023).** Workplace ostracism and employee wellbeing: A conservation of resource perspective. *Frontiers in Public Health*, 10, 1075682.
- Wang, Z., & Li, G. (2018).** You don't actually want to get closer to the star: How LMX leads to workplace ostracism. *Frontiers of Business Research in China*, 12, 1–13.
- Wong, C. S., & Law, K. S. (2002).** Emotional intelligence scale. *The Leadership Quarterly*.
- Wong-Parodi, G., & Garfin, D. R. (2022).** Priming close social contact protective behaviors enhances protective social norms perceptions, protection views, and self-protective behaviors during disasters. *International Journal of Disaster Risk Reduction*, 80. <https://doi.org/10.1016/j.ijdr.2022.103135>
- Wu, L.Z., Ferris, D.L., Kwan, H.K., Chiang, F., Snape, E., & Liang, L.H. (2015).** Breaking (or making) the silence: How goal interdependence and social skill predict being ostracized. *Organizational Behavior and Human Decision Processes*, 131, 51–66. <https://doi.org/10.1016/j.obhdp.2015.08.001>
- Yu, J., Park, J., & Hyun, S. S. (2021).** Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing & Management*, 30(5), 529–548.
- Zhang, S., & Shi, Q. (2017).** The relationship between subjective well-being and workplace ostracism: The moderating role of emotional intelligence. *Journal of Organizational Change Management*, 30(6), 978–988. <https://doi.org/10.1108/JOCM-07-2016-0139>
- Zhang, Y., Crant, J. M., & Weng, Q. (2019).** Role stressors and counterproductive work behavior: The role of negative affect and proactive personality. *International Journal of Selection and Assessment*, 27(3), 267–279. <https://doi.org/10.1111/ijsa.12255>
- Zhao, Z. (2024).** The Relationship Between Social Exclusion and Suicidal Ideation: The Mediating Role of Psychological Flexibility. In *Journal of Education, Humanities and Social Sciences PSHE* (Vol. 2024).
- Zivich, P. N., Huang, W., Walsh, A., Dutta, P., Eisenberg, M., & Aiello, A. E. (2021).** Measuring office workplace interactions and hand hygiene behaviors through electronic sensors: A feasibility study. *PLoS ONE*, 16(1 January). <https://doi.org/10.1371/journal.pone.0243358>

Figure-1: Conceptual Framework



Source: Authors

Table 1: Demographic Profile of the Respondents from Commercial Banks in Malaysia

Variable	Items	Frequency	Percentage (%)
Gender	Male	132	31.40
	Female	288	68.60
Age	18 – 24 years old	30	7.10
	25 – 31 years old	204	48.60
	32 – 38 years old	102	24.30
	39 – 45 years old	51	12.10
	46 – 52 years old	33	7.90
Marital Status	Single	204	48.60
	Married	204	48.60
	Divorce	12	2.90
Education	Diploma	6	1.40
	Bachelor's degree	348	82.90
	Master's Degree	60	14.30
	Doctor of Philosophy (PhD)	6	1.40
Bank	A	33	7.90
	B	39	9.30
	C	54	12.90
	D	57	13.60
	E	36	8.60
	F	84	20.0
	G	33	7.90
	H	84	20.0
Roles	Back-end workforce	321	76.40
	Front-end & back-end workforce	99	23.60
Tenure	Less than 1 year	63	15.0
	1 – 2 years	111	26.40
	3 – 4 years	141	33.60
	Above 4 years	105	25.0
History of Infectious Diseases	Yes	393	93.60
	No	27	6.40
Types of Infectious Diseases	COVID-19	357	85.0
	Influenza	33	7.90
	Tuberculosis (TB)	3	0.70
	Others	27	6.40

Source: Primary Data and computed using SmartPLS

Table 2: Outer Loadings, Average Variance Extracted and Composite Reliability

Constructs	Items	Loadings	AVE	CR
Self-efficacy	SE1*	-	0.642	0.839
	SE2	0.591		
	SE3	0.843		
	SE4	0.930		
Response Efficacy	RE1	0.970	0.706	0.904
	RE2	0.909		
	RE3	0.740		
	RE4	0.715		
Ostracising Behaviour	OB1	0.903	0.787	0.974
	OB2	0.891		
	OB3	0.828		
	OB4	0.907		
	OB5	0.875		
	OB6	0.897		
	OB7	0.800		
	OB8	0.908		
	OB9	0.922		
	OB10	0.929		
Emotional Intelligence	EI1	0.859	0.757	0.980
	EI2	0.886		
	EI3	0.926		
	EI4	0.931		
	EI5	0.840		
	EI6	0.809		
	EI7	0.904		
	EI8	0.871		
	EI9	0.916		
	EI10	0.898		
	EI11	0.864		
	EI12	0.907		
	EI13	0.838		
	EI14	0.827		
	EI15	0.800		
	EI16	0.829		

*SE1 item deleted

Source: Primary Data and computed using SmartPLS

Table 3: Discriminant Validity of the Constructs

	E1	OB	RE	SE
EI				
OB	0.084			
RE	0.066	0.045		
SE	0.190	0.321	0.608	

Source: Primary Data and computed using SmartPLS

Table 4: Path Coefficients, T-Values, P-Values and Confident Interval Assessment

Hypothesis	Relationship	Std Beta	t-values	p-values	BCI LL	BCI UL
H1	SE -> OB	0.369	6.969	0.000	0.278	0.453
H2	RE -> OB	-0.172	2.139	0.016	-0.255	-0.009
H3	SE*EI -> OB	0.060	1.296	0.097	-0.030	0.126
H4	RE*EI -> OB	0.014	0.217	0.414	-0.076	0.150

Source: Primary Data and computed using SmartPLS