



ARAŞTIRMA MAKALESİ | RESEARCH ARTICLE

THE EFFECT OF SOCIAL OSTRACISM ON PSYCHOLOGICAL WELL-BEING: THE MEDIATING ROLE OF PATERNALISTIC LEADERSHIP

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Abstract

We have been encountering social ostracism incidents in business life due to gender, nationality, belief, and many different reasons recently. Under normal conditions, an employee spends an average of 8 hours a day at the workplace with his/her colleagues. Considering this fact, the negative effects of social ostracism on individuals make employees feel bad in the workplace. One of the most important factors affecting the organizational climate and psychological well-being is the leadership style. We will better understand how the paternalistic leadership style, which stands out with its supportive and helpful features, plays a role in reducing these negative outcomes. From this perspective, we've aimed to discover the effect of social ostracism in the workplace on psychological well-being and the role of paternalistic leadership in the relationship between ostracism and psychological well-being. For this purpose, we have conducted an online survey among service sector employees operating in the Central Anatolia Region. We have adopted the quantitative research method in the analysis of data obtained from 391 participants. In the analysis of the data, we've used the Structural Equation Modeling (SEM) approach. According to the findings, we have concluded that social ostracism in the workplace affects psychological well-being negatively, while paternalistic leadership mediates the relationship between ostracism and psychological well-being. In addition, it has been determined that social ostracism reduces the perception of paternalistic leadership perception.

Keywords: Social ostracism, Psychological well-being, Paternalistic leadership

SOSYAL DIŞLANMANIN PSİKOLOJİK İYİ OLUŞ ÜZERİNDEKİ ETKİSİNDE BABACAN LİDERLİĞİN ARACI ROLÜ

Öz

Son dönemlerde iş hayatında cinsiyet, milliyet, inanç ve bir çok farklı nedene bağlı olarak gelişmekte olan sosyal dışlanma olaylarına kamuoyunda sıklıkla rastlanılmaktadır. Normal şartlar altında bir çalışan, iş arkadaşlarıyla birlikte günde ortalama 8 saatini işyerinde geçirmektedir. Bu gerçek göz önüne alındığında, sosyal dışlanmanın bireyler üzerindeki olumsuz etkileri, çalışanların işyerinde kendilerini kötü hissetmelerine neden olduğu daha iyi anlaşılmaktadır. Örgüt iklimini ve psikolojik iyi oluşu etkileyen en önemli faktörlerden biri liderlik tarzıdır. Destekleyici ve yardımcı özellikleriyle öne çıkan paternalist liderlik tarzının bu olumsuz sonuçların azaltılmasında nasıl bir rol oynadığını daha iyi anlamamıza sebep olacağı düşünülmektedir. Buradan hareketle, bu çalışma ile işyerindeki dışlanmanın psikolojik iyi oluşa etkisi ve dışlanma ile psikolojik iyi oluş arasındaki ilişkide babacan liderliğin rolünün ortaya konulması amaçlanmıştır. Bu amaçla İç Anadolu Bölgesi'nde faaliyette bulunan hizmet sektörü çalışanlarından oluşan örneklem ile online bir anket çalışması gerçekleştirilmiştir. 391 katılımcıdan elde edilen verilerin analizinde nicel araştırma yöntemi benimsenmiştir. Verilerin analizinde ise Yapısal Eşitlik Modellemesi (YEM) yaklaşımından yararlanılmıştır. Elde edilen bulgulara göre işyerindeki dışlanmanın psikolojik iyi oluşu olumsuz etkilediği, babacan liderliğin ise dışlanma-psikolojik iyi oluş ilişkisine aracılık ettiği sonucuna ulaşılmıştır. Ayrıca işyerindeki sosyal dışlanmanın babacan liderlik algısını azalttığı tespit edilmiştir.

Anahtar Kelimeler: Sosyal dışlanma, Psikolojik iyi oluş, Babacan liderlik

INTRODUCTION

Man is a social being by his very nature. Therefore, it is inevitable for a person to communicate and cooperate with other individuals in order to survive. However, some negative behaviors such as social ostracism may cause some negative behaviors in employees, from unproductive work to leaving the job. In the literature review, we can see that social ostracism, the application of which goes back to the beginning of social life (Solak and Tek Özel, 2019), continues to increase in severity due to immigration, unemployment, inequality and similar problems that increase with the shrinkage of the global economy (Şahin, 2009; Berkman and Kumaş, 2021).

Psychological well-being is a person's psychological and physical well-being. It is becoming increasingly difficult for people in our era who are exposed to a lifestyle influenced by harsh competition, quick change, and escalating crises to maintain their psychological well-being. The contribution of psychological well-being, which has important qualities such as self-acceptance, establishing positive relationships with others, providing environmental control, life goals and personal development (Sezer, 2013), to positive organizational behaviors is better understood day by day. Due to the impact of this concept on corporate working life, we can see that it has been extensively studied with different variables recently (Telef, Uzman, & Ergün, 2013; Deniz, Erus, & Büyükcebeci, 2017; Akdoğan & Polatçı, 2013). Therefore, we consider psychological well-being worth examining as it is one of the fundamental concepts that affect organizational behavior. The phenomenon of social ostracism caused by increasing violence in our age, the factors that cause psychological distress as a result of this and organizational outputs, and the mediating role of the paternalistic leadership style, which takes its basic philosophy and application method from the Far East culture, and how this changes the outcomes that negatively affect the organization and individuals are the main themes and problems of this study.

Under normal conditions, an employee spends an average of 8 hours a day at the workplace with their colleagues. Considering this fact, the negative effects of social ostracism on individuals make employees feel bad in the workplace. Leadership style is one of the most critical factors affecting the organizational climate (Hocaniyazov, 2008; Reed, 2004). We will better understand how the paternalistic leadership style (Köksal, 2011; Şendođdu & Erdirenelebi, 2014), which stands out with its supportive and helpful features, plays a role in reducing these negative outcomes.

In the literature review, we've discovered that there is no similar study in the field examining the variables of social ostracism, psychological well-being, and paternalistic leadership together. Therefore, we think this research will fill a significant gap in the field. For this purpose, we've examined the effects of social ostracism that employees are exposed to in their workplaces on their happiness and psychological well-being and how paternalistic leadership style plays a role in these negative effects. In this study, we have conducted quantitative research based on a causal screening design that examines all three variables together. In the research, we analyzed the data collected from the employees across Turkey by the online survey method. We expect this research to make significant contributions to the organizational behavior literature.

1. CONCEPTUAL FRAMEWORK AND HYPOTHESES

1.1. Social Ostracism

Social ostracism was initially conceptualized in the 1960s in France. According to Klanfer (1965), politicians, activists, civil servants, journalists, and academics have vaguely and ideologically referred to the poor as "outcasts". However, it was not until the 1980s economic crisis that the outcast story became widely accepted. The origin of the term is usually attributed to René Lenoir (1974), the French Minister of Foreign Affairs. Lenoir stated that "the outcast" corresponds to one-tenth of the country's population, and these groups are; mentally and physically disabled, suicidal people, sick/disabled elderly, abused children, drug addicts, convicts, single parents, troubled families, marginalized, asocial people and other social maladjustments. When the successive social and political crises erupted in France in the 1980s, practices of social ostracism became increasingly common, resulting in the emergence of more and more disadvantaged groups. This situation has caused the concept of social ostracism to be constantly redefined and widely expressed to include new social groups and problems (Silver, 1994).

A practice called "Ostrakismos" in the 5th century B.C. in Athens is cited as a reference to the emergence of the concept of social ostracism. During the winter period, the citizens of Athens gather in the agora and write names on the pieces of pottery they call ostraka and deliver them to the members of the high court. Athenian citizens whose names are reported as more than a certain number (complained/causing unrest) are provided to leave the city safely, and these people are not allowed to return to Athens for 5-10 years (Solak and Tek zel, 2019). In the literature, this practice is mentioned as the first examples of exclusion or expulsion from society for that period. Social media is widely used today. As a result of this, the concept of social ostracism has evolved into a deeper dimension and is conceptualized as "cyber ostracism" and is used to express "the feeling of being ignored or excluded on social media" (Williams, Cheung, & Choi, 2000).

As a concept, social ostracism is the process of systematically denying the rights of entitled people/groups to resources and services and denying their right to participate in social activities on equal terms in the economic, social, cultural, or political fields (Khan, 2012). This process systematically exposes certain groups to discrimination based on their ethnic origin, race, religion, gender, age, disability, health, immigration status, or place of residence. As a result, these groups are put in an unfavorable condition; that's to say, they lose their advantages. Social ostracism may occur in official institutions, education systems, and health systems, as well as in social structures such as daily home life (DFID, 2005). In terms of expressing a systematic process, the concept of social ostracism is a dynamic concept rather than a static one (Çakır, 2002). In short, social ostracism is a comprehensive concept beyond poverty, which is used to express all individuals who cannot integrate into society (Şahin, 2010). From a general point of view, phenomena such as unemployment, inequality, and poverty are the phenomena that exist in almost every society and prevent people from integrating into society. However, based on these facts, it is not correct to accept every person/group who is unemployed, poor, or exposed to inequality as a socially excluded individual/group at all times and in any situation (Çakır, 2002). According to Khan (2012), for this negative process to be characterized as social ostracism, it must also be operated systematically.

Levitas (1998) discovered three main variables in his study of social ostracism. First, poverty, which prevents access to materials, is the main factor of social ostracism. According to this approach, as people become poorer, they cannot do their regular things and become isolated from society. Secondly, being able to get a job with a financial return is an important factor in getting rid of social ostracism and integration into the community. In this case, finding a job will facilitate access to resources and a social environment. The third group is the factors originating from the attitudes and behaviors that are accepted as low level by the society (Levitas et al., 2007). We can encounter social ostracism in all areas of society, as well as in working life. However, it is expected that having a job and the opportunity to work will reduce social ostracism because working is seen as a mechanism that allows the individual to get rid of poverty while at the same time developing social relations with other employees (Çiçek, 2020).

1.2. Psychological Well-Being Concept

Bradburn and Noll (1969) defined psychological well-being as "happiness" or "good mental health". Psychological well-being is defined as having more pleasant emotions than negative emotions, according to another definition (Keyes, 1998). There are two psychological approaches conceptualized to explain psychological well-being. According to the hedonic view, which is the first of these, well-being is equivalent to happiness and is expressed as the presence of pleasure and the absence of pain. According to the eudaimonic point of view, which is the other view, the concept of well-being expresses people's perception of success and how well they live according to their real selves (Çiçek & Almalı, 2020).

The psychological well-being concept primarily means that the health, psychology, and physiology of individuals are "good". In this respect, psychological well-being has an impact on organizational relationships, culture, communication, and, ultimately, performance. (Higgs & Dulewicz, 2014). Therefore, the psychological well-being concept has been studied in many ways

and is still being investigated. There are some examples of those studies; emotional labor and psychological well-being: perception of administrative support as a predictor (Ertürk, Kara and Güneş, 2016); investigating the psychological well-being and altruism in education and health workers (İşgör, 2017); the relationship between meaningful work and psychological well-being (Keleş, 2017). Many researchers believe that psychological well-being is a comprehensive concept that incorporates emotional, social, and functional aspects, but they disagree on which characteristics should be included (Zümbül, 2019).

In a study investigating the antecedents of psychological well-being, it's been determined that the level of happiness provided by some variables affects psychological well-being. These variables are; income level, social support, education level, stress level, values, demographic variables (Moe, 2012; Zümbül, 2019), autonomy, development, originality, meaningful life, and life struggle (Beydoğan Tangör & Curun, 2016), altruism, forgiveness, health, self-compassion, self-esteem, emotional intelligence, social skills, lifestyles, extraversion, locus of control, perception of success, cognitive coping skills, social interaction, social activities, and physical activities. (Cenkseven & Akbaş, 2007; Şahin et al., 2019). In a similar study, a positive relationship has been found between the perception of psychological well-being and benevolence, self-management and achievement values, while a negative relationship has been found between the values of power and tradition (Cohen & Shamai, 2010). In another study, it has been found that high psychological well-being and high self-efficacy perception are positively related (Salimirad & Srimathi, 2016). In a study carried out on teachers, it's been stated that a high level of psychological well-being has a positive effect on their positive thinking levels and performance (Ertürk et al., 2016). Seligman (1999), who conducts research in the field of psychology, has stated that positive qualities in psychology should be identified through standard focus methods, and psychology should be structured around these positive traits to ensure psychological well-being. (Higgs & Dulewicz, 2014: 719).

In many studies, it has been determined that there is a statistically negative relationship between social ostracism in the workplace and psychological well-being (Yakut & Yakut, 2018; Erkoç & Güngör, 2019). Social ostracism has some negative effects on employees accordingly. Unproductive work (Zhao, Peng & Sheard, 2013; Haq, 2014), a decrease in organizational identification and organizational citizenship behaviors (Wu, Liu, Kwan & Lee, 2016), feelings of depression, loneliness, and inadequacy (Büyükcebeci & Deniz, 2017), stress and anxiety disorder, loss of self-esteem (Çakır, 2002: 99; Haq, 2014: 1317), negative effects of the basic factors that make up the personality (openness, responsibility, extraversion, compatibility, and emotional balance), an increase in turnover intention (Haq, 2014), the development of the sense of burnout (Sulea et al., 2012), the increase in workplace bullying and organizational cynicism (Uysal, 2019) can be given as examples of these negative effects. We've developed the following hypothesis to test based on these researches.

H1: Social ostracism in the workplace affects the psychological well-being of employees negatively.

1.3. Paternalistic Leadership

Although the leadership concept is universal and transcends international borders, the way it is conceptualized, implemented and practiced varies greatly depending on regional and cultural considerations. (Farh & Cheng, 2000). In fact, Hofstede divided people's behavior into four categories based on cultural and regional differences (individualism/collectivism, power gap, uncertainty avoidance, and masculinity/femininity). The existence of such a difference is also supported by this classification (Koçel, 2014). The paternalistic leadership concept emerged as a result of the effects of these regional and cultural differences on behaviors (Köksal, 2011). The concept used as "paternalism" in English comes from the Latin word "pater" (Aktan, 2021).

Scholars define paternalistic leadership as a leadership style that combines strong discipline and authority in an atmosphere of benevolence and honesty (Farh & Cheng, 2000). The essential concepts of paternal leadership, according to Chao (1995), are founded on Confucian teachings that instruct employees to offer allegiance and respect to the leader in exchange for the employer's authority and guidance (Aycan, 2001).

Although the concept of paternalistic leadership, which emerged as a distinctive leadership character in the regions of China, India, and Taiwan, which is the center of Confucian teachings, is not called "paternalistic leadership," Robert Silin (1976) created the general structure in his study (Cheng et al., 2004). R. Silin used 100 hours of interviews with bosses, managers, and leaders in Taiwan over the course of a year to discover the significant traits of leaders specific to this region. According to the findings, a leadership style (moral/didactic leadership) has formed that keeps subordinates at a distance, does not reveal its intentions, and applies different control tactics (Farh & Cheng, 2000).

Some of the goals that are at the center of paternal leadership practices include creating a family atmosphere in the workplace, forming honest and individualized connections with subordinates, dealing with subordinates' non-work lives, loyalty expectations, and preserving authority (Gerçek, 2018). Paternalistic leadership, in this context, can be defined as a unique leadership technique that blends a rigid authoritarian leadership attitude with paternalism and compassion, resulting in a perfect balance of human-orientedness and authoritarianism. (Baykal, 2019; Çiçek, 2021). In this leadership approach, since the superior sees his subordinates as more inadequate than himself, he sees it as normal to intervene for his own good and to make decisions on his behalf (Saylık, 2017).

There are two types of paternalistic leadership styles that are most frequently mentioned in the literature: We can list them as 'self-interested' and 'well-intentioned' paternalistic leadership styles. The most distinguishing feature between these two styles is the motivational factors in directing the behaviors of the subordinates and superiors. While in the 'self-interested' style, the work is important, the well-being of the employee is prioritized in a 'well-intentioned' style (Aycan, 2001).

In the examination of the effects of paternalistic leadership, it is stated that this type of leadership is the right option for the Japanese workforce. So much so that this type of leadership has been positively associated with formal/informal career development, leader-member

interaction, and overall job satisfaction (Uhl-Bien et al., 1990). In a study conducted in China, helpfulness and morality, which are sub-dimensions of paternalistic leadership, were positively related to extra-task performance, while authoritarianism was negatively related (Chen et al., 2011).

In a study conducted by Aycan et al. (2000), it was discovered that most Asian countries, including Turkey, have a high level of paternalistic leadership. It has also been determined that there is a high power distance in these countries. In a study conducted by Sungur et al. (2019), it was stated that paternalistic leadership practices suitable for Turkish culture create a work environment where employees feel safe and supported by reducing the turnover intention and cynicism, which negatively affects the organizational atmosphere.

In their study, Çetin et al. (2017) have found that paternalistic leadership has a considerable impact on psychological well-being. In this study, the mediating role of paternalistic leadership in the effect of social ostracism on psychological well-being will be examined.

According to the findings made so far, employees who are subjected to social ostracism are in a poorer physical and psychological state than they should be. (Solak & Tek Özel, 2019). As a result, we've discovered that employees who are discriminated against have a weaker sense of belonging, self-esteem, and performance. (Karaman et al., 2020). On the other hand, it is understood that the paternalistic leadership style (Şendoğdu & Erdirençelebi, 2014), which stands out with its supportive and helpful behaviors towards subordinates, is negatively related to ostracism behaviors in the workplace. It is also revealed that paternalistic leadership behaviors are a significant predictor of the ostracism perception (Akgün et al. 2019). For this purpose, "the relationship between ostracism and psychological well-being in the workplace: Can Paternalistic leadership change the course? The following hypotheses developed for the question will be tested.

H2: Social ostracism in the workplace affects paternalistic leadership negatively.

The concept of psychological well-being, defined as "the ability to manage one's feeling of struggle in the face of life's difficulties." (Keyes, Shmotkin, & Ryff, 2002), is directly related to the happiness and business success of the employees (Zhang & Shi, 2017). However, it is a characteristic of the paternalistic leadership style to show unique and embracing attention to each subordinate for the well-being and welfare of his subordinates and their families. As a result of this, this style increases workplace passion and gratitude in employees (Bekmezci & Yıldız, 2019). In a study conducted by Hawass (2017), it's been found that the paternalistic leadership style is positively related to the happiness and psychological well-being of the employee. As a result, it's been stated that the individual abilities and performance of the employees increase. Based on these findings, we've developed the following hypothesis to be tested;

H3: Paternalistic leadership affects psychological well-being positively.

Many studies suggest that humans are born with a need for socialization critical to their psychological well-being and that when this need is not met, they suffer, and their health deteriorates. (Niu et al., 2018). A study that supports this hypothesis has discovered a strong negative relationship between organizational ostracism and psychological well-being. (Lau et al.,

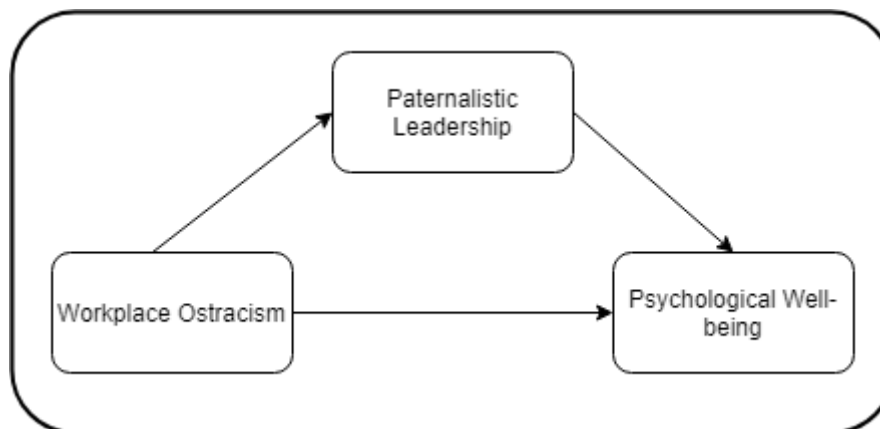
2009; O'Reilly et al., 2015). There has been no research on the mediation of paternalistic leadership style on the relationships between these two factors. However, previous research have found a negative relationship between paternalistic leadership style and social ostracism, while a positive relationship has been discovered between psychological well-being and paternalistic leadership style. The literature predicts that the paternalistic leadership style has a positive effect on psychological well-being while reducing the negative effects of social ostracism. From this point of view, the following hypothesis has been developed to be tested.

H4: Paternalistic leadership mediates the relationship between social ostracism and psychological well-being.

2. METHOD

In this study, we've aimed to discover the influence of social ostracism on psychological well-being and the function of paternalistic leadership in the relationship between social ostracism and psychological well-being. We've used quantitative research methods within the scope of the study. We've used the Structural Equation Modeling (SEM) approach in the analysis of the data collected by the survey technique. The main reason why we prefer the SEM approach is that SEM allows theoretical and empirical studies to be carried out on a statistically more advanced basis, and SEM approaches are more substantial than the regression approach in detecting the result of a mediating role consistently (Iacobucci et al., 2007). We have given the model we set up to test within the scope of the research in Figure 1.

Figure 1. Research Model



We've used Anderson and Gerbing's (1988) two-stage approach to assess the model shown in Figure 1, which consists of testing data and hypotheses. In this context, we've first set up the measurement model to test the goodness of fit and discriminant validity. We've then built the structural model to test the hypotheses. We have used the Mplus 8.4 (Muthén & Muthén, 2017) program to test the models we built. We've also used the SPSS 26 program for data scanning and normality tests.

2.1. Participants

The main universe of this study is service sector employees operating in the Central Anatolia Region. Since it is not possible to reach all employees in the main population, we've chosen the sampling method. For sampling, we've used the convenience sampling method. The main reason for choosing this method is that it provides great convenience to the researcher in terms of accessibility (Bryman, 2016). We've used the Power Analysis method for sample size calculation (Faul et al., 2007). In this context, we've used the G*Power v3.1.9.6 program to calculate the sample size based on statistical power. As a result of the analysis with a statistical power of 0.95, we've determined that the sample size should be 183 to obtain consistent results for our model. We've assessed the sample size as sufficient as 379 questionnaires are accepted as valid within the scope of the study.

We initially delivered the questionnaire prepared in the electronic environment to 800 employees. 391 of the employees participated in the survey (participation rate = 48.88%). However, we haven't taken 12 of the surveys into consideration as they have outliers. After examining the participant profiles according to the 379 questionnaires included in the evaluation, we've determined that 33.5% of the participants are female (n = 127), and 66.5% are male (n = 252). According to education level, 9.2% of the participants are primary school (n = 35), 60.7% high school (n = 230), 25.1% undergraduate (n = 95), 5% graduate (n = 19) graduates. The average age of the participants is 38.54.

2.2. Measurement Tools

Social Ostracism Scale: We've used the scale developed by Ferris et al. (2008) in order to measure social ostracism, the independent variable. The scale has 13 items in one dimension. The sample items of the scale we've used are: "Other employees exclude me" and "My information is not taken into account by the employees". The scale is in the 5-Likert type, and we've coded the scale ranges as "1 = Strongly Disagree" and "5 = Totally Agree". The scale was translated from English to Turkish using the parallel blind technique (Brislin 1980).

Psychological Well-Being Scale: We've used a one-dimensional scale to measure psychological well-being, the dependent variable. This scale was developed by Diener et al. (2009), and adapted into Turkish by Telef (2013), and it has 8 items. Sample items are: "I am capable and competent in activities that are important to me" and "I lead a purposeful and meaningful life". The 7-point Likert scale is coded as "1 = I totally disagree" and "7 = I totally agree".

Paternalistic Leadership Scale: We've used the scale developed by Aycan (2006) to measure paternalistic leadership, the mediating variable of the research. The scale has 10 items and one dimension. Sample items of the scale are as follows: "My manager treats his employees as a family members" and "My manager feels responsible for every employee just like a parent is responsible for their child". The scale is in 5-Likert type, and the scale intervals are coded as "1 = Never" and "5 = Always".

We've used Harman's (1960) one-factor test on the data to make sure there is no common method bias error in the study. The explained variance of the data analyzed under a single factor

without applying the rotation method is 21.8%. Since this value is well below the acceptable limit of 50%, we've concluded that there was no common method bias error in the study (Kline, 2016).

2.3. Results

2.3.1. Measurement Model

We have scanned the data in the SPSS 26 program prior to creating the measurement model. First, we have assigned averages to the missing values in the variables to fix the missing data. We have then tested the variables if they have a normal distribution. For this, we've checked for univariate and multivariate normality distributions. So, we've looked at the skewness and kurtosis values of each variable. We have seen that the kurtosis values for the variables are between -1.301-2.128, and the skewness values are between -2.180-1.911. Since these values are within limits recommended by Kline (2015), we have determined that the univariate normality criteria are met. We have used the Mardia (1970) coefficient for the multivariate normality distribution test. Raykov and Marcoulides (2008) have stated that for multivariate normality, the Mardia kurtosis coefficient should be smaller than the $p(p+2)$ equation. In this equation, p represents the number of variables. Since there are 31 observed variables in the study, we have determined the equation as 1023. We've measured the Mardia kurtosis value as 286.21. Since this value is less than 1023, we have seen that the multivariate normality distribution in the study is also within limits.

We've utilized the MPlus 8,4 program to create a measuring model to examine the construct validity and reliability of the scales (Anderson & Gerbing, 1988), as well as the concurrency and discriminant validity (Fornell & Larcker, 1981). Fornell and Larcker (1981) argued that before testing for a significant relationship in the structural model, the measurement model should be proven to have a sufficient level of validity and reliability. For this, scale items should have a factor load higher than 0.50, variance estimation values (AVE) should be higher than 0.50, composite reliability (C.R.) value should be greater than 0.60, and Cronbach's α value should be within acceptable limits. For this purpose, we observed that the goodness fit indices of the measurement model we established were within acceptable limits (Hu & Bentler, 1999) $\chi^2/df = 2.715$; RMSEA = 0.067; NFI = 0.905; TLI = 0.954; CFI = 0.967; SRMR = 0.059. The results of the concordance and discriminant validity, factor loadings, and reliability analysis of the scales are given in Table 1.

Table 1. Validity and Reliability Analysis Results

Variables	Items	Factor Load	AVE	CR	Alpha
Social Ostracism	W01	0,867	0,539	0,932	0,894
	W02	0,792			
	W03	0,595			
	W04	0,732			
	W05	0,577			
	W06	0,587			
	W07	0,842			
	W08	0,538			
	W09	0,662			
	W010	0,839			
	W012	0,822			

	W013	0,839			
Psychological Well-Being Scale	PW1	0,867	0,490	0,882	0,860
	PW2	0,693			
	PW3	0,748			
	PW4	0,591			
	PW5	0,561			
	PW6	0,578			
	PW7	0,867			
	PW8	0,618			
Paternalistic Leadership	PL1	0,860	0,647	0,947	0,906
	PL2	0,883			
	PL3	0,896			
	PL4	0,908			
	PL5	0,906			
	PL6	0,738			
	PL7	0,815			
	PL8	0,636			
	PL9	0,565			
	PL10	0,754			

Table 1 shows that all scale elements are more than 0.50. We haven't included item 11 in the study as it is below this value. Except for the psychological well-being scale, the AVE values of the scales are above the 0.50 threshold. Fornell and Larcker (1981) suggested that the C.R. value be controlled for the AVE value of the psychological well-being scale to be slightly below the 0.50 threshold. Accordingly, the researchers argued that scale items should not be removed in structures with a C.R. value above 0.70. From this point of view, we have continued the analysis without removing any item from the psychological well-being dimension. Apart from that, we've discovered that the scales are more reliable than the reliability limit, with all C.R. and Cronbach values greater than 0.70. We can observe that the measures' concordance validity and reliability are within acceptable limits based on these findings. For discriminant validity, the square root of the AVE values should be higher than the correlation value between the variables (Fornell & Larcker, 1981). Correlation between variables, square root of AVE values, mean and standard deviation values are given in Table 2.

Table 2. Descriptive Statistics

	Mean	SD	1	2	3
1. Paternalistic Leadership	3,861	,781	0,804		
2. Workplace Ostracism	2,418	1,032	-0,278**	0,734	
3. Psychological Well-being	4,744	,791	0,297**	-0,301**	0,700

**Significant at the 0,01 level; Bolded values are the square root of AVE, and off-diagonal elements are the correlations among the constructs.

According to the Fornell and Larcker (1981) criteria, there is no problem with discriminant validity between the variables, as shown in Table 2. Finally, we have checked whether there is a multi-connection problem in the study. For this purpose, We have used multiple linear regression analysis among the variables. We have determined that the VIF values are between 1,430 to 2,860 based on the findings of our regression analysis. We have concluded that there is no multicollinearity problem in the study based on these findings (Craney & Surles, 2002).

2.3.2. Structural Model

We have created a structural equation model to test the hypotheses we established in the research. We can observe that this model's fit indices are within acceptable limits (Hu and Bentler, 1999) $\chi^2 = 381.501(163)$, $\chi^2/df = 2.340$; RMSEA = 0.072; NFI = 0.902; TLI = 0.931; CFI = 0.940. The direct impact analysis results we have obtained as a result of the model are as in Table 3.

Table 3. Direct Impact Analysis Results

Hypotheses	Estimate ¹	S.E.	C.R.	p
H1: Workplace Ostracism → Psychological Well-being	-,301	,186	-4,084	,008
H2: Workplace Ostracism → Paternalistic Leadership	-,178	,235	-1,320	,001
H3: Paternalistic Leadership → Psychological Well-being	,275	,039	4,828	,000

¹Standardized Coefficients Given; S.E. = Standart Error; C.R. = Critical Ratio

When the relations in the developed structural equation model are examined, we find that social ostracism has a negative and significant effect on psychological well-being ($\beta = -0.301$; $p < 0.001$) and paternalistic leadership perception ($\beta = -0.178$; $p < 0.01$). We have also found that the perception of paternalistic leadership has a positive and significant effect on psychological well-being ($\beta = 0.275$; $p < 0.001$). According to these findings of the research, the hypotheses of "H1: Social ostracism affects psychological well-being negatively", "H2: Social ostracism affects paternalistic leadership negatively," and "H3: Fatherly leadership affects psychological well-being positively" have been supported.

We have followed the steps suggested by Baron & Kenny (1986) to test the mediation analyses in the model. We have used the bootstrap approach to perform the mediation analysis, which allows us to calculate the confidence interval for the population parameter. The bootstrap sample size has been set to 2000 in this study. Mediation analysis results are given in Table 4.

Table 4. Indirect Effect Analysis Results

Hypotheses	Direct Effect ¹	Direct Effect ²	Indirect Effect	Mediation Status
H4: WO → PL → PW	-0,349***	-0,301**	0,098*	Partial Mediation

¹Before Adding the Mediating Variable; ²After Adding the Mediating Variable; ³ns(not significant); ** $p < 0,01$; *** $p < 0,001$

According to the H4 hypothesis, paternal leadership has as a mediator role between social ostracism and psychological well-being. When paternalistic leadership is included in the model, the negative effect of social ostracism on psychological well-being decreases and becomes meaningless, according to the findings. As a consequence of the bootstrap analysis, we have obtained a significant indirect effect coefficient. We have concluded that paternalistic leadership "partially mediates" the relationship between social ostracism and psychological well-being based on these findings, and we have accepted the hypothesis "H4: Paternalistic leadership mediates the relationship between social ostracism and psychological well-being".

DISCUSSION AND CONCLUSION

We have investigated the negative effects of social ostracism on the psychological well-being of employees and the mediating role of paternalistic leadership in this study. We have conducted an online survey with personnel from all around Central Anatolia for this aim.

The main purpose of this study is to try to fill a gap in the field with research aimed at eliminating the psychological and physical negative effects of "social ostracism" in the workplace, which has been heard frequently in public, through the mediating role of the paternalistic leadership style. The results of this study show that social ostracism in the workplace has a negative impact on employees' emotional well-being and job satisfaction, as well as their psychological well-being. Furthermore, social ostracism causes employees to develop negative attitudes such as despair, unhappiness, and violent behavior. In other words, the social ostracism of the employees in the workplace pushes them to psychological collapse. This study's finding also corresponds to findings from other studies in the literature (Fatima et al., 2021; Wu et al., 2011; Smith & Williams, 2004; Yakut & Yakut, 2018). As a result, social ostracism in the workplace negatively affects both the psychology and performance of the employees (Howard, Cogswell, and Smith, 2019).

Another finding of the study is that there is a negative relationship between workplace ostracism and paternalistic leadership perception. In this context, We believe that the supportive management style, which is one of the paternalistic leadership style behaviors, will reduce social ostracism. This finding is also consistent with some previous research findings (Akgün et al., 2019). The study has also discovered that paternalistic leadership perceptions in the workplace have a positive and significant impact on psychological well-being. We may remark that this outcome is similar to the findings of investigations carried out in the field (Özdemir, 2016; He et al., 2019; Nie & Lämsä, 2018; Çetin et al., 2017).

The study's final finding is that paternalistic leadership's negative impact on psychological well-being as a result of social ostracism at work diminishes and becomes meaningless. Furthermore, based on the findings of the bootstrap analysis, we've come to the conclusion that paternalistic leadership "partially mediates" the relationship between social ostracism and psychological well-being.

The following are suggestions we make to researchers, employees, organizations, and managers based on the findings of the research. The findings of the study reveal that social ostracism in the workplace has a negative impact on employees in a variety of ways, particularly in terms of performance. As a result, we believe that collaboration between employees, companies, and managers, as well as institutions and researchers, to perform more complete research on social ostracism will help raise awareness in this area. According to the results of the research, the power of the negative effect of paternalistic leadership practice on psychological well-being resulting from social ostracism in the workplace decreases and becomes meaningless. Considering the positive effects of the paternalistic leadership style on the employees, we consider that expanding the application area of this leadership style will contribute to a positive organizational climate.

This study has some limitations, just like any other study. First and foremost, as the variables of social ostracism, psychological well-being, and paternalistic leadership are all based on subjective judgments, we believe it is a limitation that the participants may have given biased responses. In addition, the online application of the survey form, which includes measurement tools, is another limitation. We consider that measurement errors can be eliminated significantly by the face-to-face application of the questionnaires. In similar research executed on hospital workers and teachers, there was a statistically significant negative relationship between psychological well-being and workplace ostracism (Yakut and Yakut, 2018; Kaynak and Oztuna, 2020).

We also offer some suggestions for future studies. Accordingly, we recommend that future studies use leadership styles as a mediating variable and examine the effect of social ostracism on job commitment, work dedication, and organizational identification. For instance, the effect of social ostracism on commitment at the workplace, the mediating role of innovative leadership, and the effect of social ostracism on employee engagement at work, the mediating role of charismatic leadership, as such studies can be applied.

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