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NSFC/RGC Joint Research Scheme
Joint Completion Report

*(Please attach a copy of the completion report submitted to the NSFC
by the Mainland researcher)*

Part A: The Project and Investigator(s)

1. Project Title

Workplace ostracism: A longitudinal examination of its antecedents and work and family outcomes

2. Investigator(s) and Academic Department/Units Involved

	Hong Kong Team	Mainland Team
Name of Principal Investigator <i>(with title)</i>	HUI Chun (许浚) Professor	LIU Jun (刘军) Professor
Post	Professor	Professor
Unit / Department / Institution	School of Business, University of Hong Kong	School of Business, Renmin University of China
Co-investigator(s) <i>(with title)</i>	(1) Professor LEE Cynthia (李锦堃教授); Chair Prof. of Management; Hong Kong Polytechnic University; (2) Mr. WU Longzeng (吴隆 增先生); Ph.D. Candidate of HK Baptist U.	

3. Project Duration

	Original	Revised	Date of RGC/ Institution Approval <i>(must be quoted)</i>
Project Start date	Dec 1, 2010		
Project Completion date	Nov 30, 2013		
Duration <i>(in month)</i>	36		

Part B: The Completion Report

5. Project Objectives

5.1 Objectives as per original application

- 1. Understand nature of workplace ostracism (WOS) in the Chinese organizational context, and develop a measurement scale of workplace ostracism (Pilot study).*
- 2. Theorize and test the main and interactive effects of employee characteristics (personality traits) and situational characteristic (team affective climate) on employee workplace ostracism (Study 1).*
- 3. Theorize and test the effect of workplace ostracism on employee work outcomes as well as the mediating (organizational identification) and moderating (collectivism) processes (Study 2-1).*
- 4. Theorize and test the effect of workplace ostracism on family outcomes as well as the mediating (work-family conflict) and moderating (work-family segmentation preference) processes (Study 2-2).*
- 5. Compare the findings based on Mainland employees with those based on Hong Kong employees.*

5.2 Revised Objectives

(Revised 07/09)

Date of approval from the RGC: _____

Reasons for the change: _____

- 1.
- 2.
3.

6. Research Outcome

Major findings and research outcome
(maximum 1 page; please make reference to Part C where necessary)

We were conscientious to target both international academic journals and journals in China as outlet of our research effort. As the project is jointly funded by the NSFC, we would like to support academic research publications in mainland China. In the paper in *Journal of Management Studies*, a FT-45 journal headed mainly by the mainland team, we found in a two-wave study that the relationship between work ostracism and employee distress (job tension, emotional exhaustion and depressed mood at work) was moderated jointly by ingratiation and political skills. In the paper in *Human Resource Management*, also a FT-45 journal, we found in a three-wave study that the relationship

(Revised 07/09)

between work ostracism and family satisfaction was mediated by work-to-family conflict and also moderated by work-home segmentation preferences. In the paper in *Frontier of Business Research in China*, an English academic journal in China, we found that personality variables of agreeableness and extraversion negatively, whereas neuroticism positively, related to work ostracism. Work ostracism, in turn, negatively related to job performance with organization-based self-esteem as a mediator. We published a paper in a Chinese academic journal, “南开管理评论”. In this paper, we reported the validation of our work ostracism measure and found that job performance, organizational citizenship behavior and guanxi negatively related to work ostracism, and that political climate moderated the effects of guanxi on work ostracism, such that when political climate was stronger, the negative effects of guanxi on work ostracism would also be stronger. The mainland leader of this research project, Jun LIU, also published a book in Chinese on negative workplace phenomena that included work ostracism.

Potential for further development of the research and the proposed course of action
(*maximum half a page*)

I am also working with my PhD student on how work ostracism affects new comers to organizations. This dissertation is an extension of the present project as we started asking questions on how work ostracism tangibly affects employees. In her dissertation, it was argued that ostracism affects access to information, which in turn would affect effective socialization of new comers into organizations. The impact of ostracism on information availability, however, is moderated by how reliant are employees on their social networks. Two waves of data were collected and results were promising. She is hoping to graduate in December, 2014. In the final version, this grant will be acknowledged as her work was supported by this grant.

The next phrase of research that we plan on this topic focuses on the relationship between work ostracism and employee voice. Specifically, we are interested in whether employees who ostracize others would use different types of voice to influence others (coworkers and supervisors) to further ostracize the targets of ostracism. We are also interested in whether ostracized employees would utilize different types of voice to lessen the effects of ostracism on them.

7. The Layman's Summary

(describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

We found that employees who are agreeable and extraverted are less likely to be ostracized, whereas employees who are emotionally unstable are more likely to be ostracized. Other than personality factors, we found that personal behaviors such as ingratiation and competence such as political skills would also affect work ostracism. Contextual factors such as political climate may also affect whether employees are more likely to be ostracized. Taken together, results of the present project suggest that it would be meaningful to develop theories of how personal characteristics and contextual factors would interact together to explain and predict work ostracism. In the area of work ostracism, indigenous management theories are still needed.

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Part C: Research Output

8. Peer-reviewed journal publication(s) arising directly from this research project
(Please attach a copy of each publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (bold the authors belonging to the project teams and denote the corresponding author with an asterisk*)	Title and Journal/Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this report (Yes or No)	Acknowledged the support of this Joint Research Scheme (Yes or No)
Year of publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)					
2011				Wu, L.Z., Wei, L.Q., and Hui, C.	Dispositional antecedents and consequences of workplace ostracism: An empirical investigation. Frontiers of Business Research in China , 5, 23-44.	Yes (2012)	No	No
2012				Wu, L. Z., Yim, F. H., Kwan, H. K., and Zhang, X.	Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. Journal of Management Studies , 49(1), 178-199.	Yes (2012)	No	Yes
2012				刘军, 王未, 吴隆增, 许浚, 李锦堃	拒绝职场边缘化: 模型与检验. 《南开管理评论》, 15(1), 84-92.	Yes (2012)	No	Yes
2012				刘军	《职场八怪: 现象与解释》, 北京: 兵器工业出版社	Yes (2012)	Yes	Yes



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2013				Liu, J., Kwan, H. K., Lee, C., and Hui, C.	Work-to-family spillover effects of workplace ostracism: The role of work-home segmentation preferences. Human Resource Management.	Yes (2012)	Yes	Yes
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9. Recognized International conference(s) in which paper(s) related to this research project was/were delivered *(Please attach a copy of each delivered paper)*

Month/Year/Place	Title	Conference Name	Submitted to RGC <i>(indicate the year ending of the relevant progress report)</i>	Attached to this report <i>(Yes or No)</i>	Acknowledged the support of this Joint Research Scheme <i>(Yes or No)</i>
08/2012/ Boston, USA	Workplace ostracism and creativity: The role of individual differences.	72 th Annual Academy of Management Meetings	Yes	No	Yes

10. Student(s) trained *(Please attach a copy of the title page of the thesis.)*

Name	Degree registered for	Date of registration	Date of thesis submission/graduation
Wang, Yamei	PhD	01/2011	December 2014 <i>(expected graduation)</i>

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11. Other impact (e.g. *award of patents or prizes, collaboration with other research institutions, technology transfer, etc.*)

None.