

When Exclusion at Work Breeds Cynicism among LGBTQ Employees

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A B S T R A C T

The current study explores the impact of workplace ostracism on organisational cynicism among LGBTQ+ employees and examines the mediating effect of competitive psychological climate. Despite the increasing focus on diversity and inclusion, LGBTQ+ employees might experience subtle exclusions that shape workplace attitudes and behaviours. Drawing upon Social Exchange Theory and Conservation of Resource Theory, the present study investigates the relationship between workplace ostracism, competitive psychological climate, and organisational cynicism among LGBTQ+ employees. For this purpose, we have utilised a quantitative cross-sectional approach, and data were collected from 50 LGBTQ+ employees of diverse service sector organisations. Data were analysed with SmartPLS 4. The measurement model was assessed through reliability and validity tests, while the structural model was evaluated using bootstrapping procedures. The results of PLS-SEM demonstrate that workplace ostracism is a strong predictor of organisational cynicism and competitive psychological climate. Moreover, competitive psychological climate is a key antecedent of organisational cynicism and partially mediates the linkage between ostracism and organisational cynicism. The study contributes to the emerging literature on LGBTQ+ workplace experiences by highlighting the organisational consequences of exclusionary workplace practices and offering insights for creating inclusive and supportive work environments. The results have implications for inclusive practices at an organisational level and positive workplace climates.

Keywords: Workplace Ostracism, Organisational Cynicism, Competitive Psychological Climate, LGBTQ, Service Sector.

1. Introduction

The acronym LGBTQ stands for lesbian, gay, bisexual, transgender, and queer. These expressions relate to describing an individual's sexual orientation or gender.

Many organisations are hiring individuals from the LGBTQ community merely as a formality without truly comprehending the experience or the difficulties they experience. *Lee Badgett's 2014 case study for the World Bank, titled "The Economic Cost of Homophobia,"* estimated that India would lose up to 1.7 per cent of its GDP every year due to LGBTQ+ exclusion, which

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was around \$30 billion at the time. However, there is no recent official demographic data on the exact number of LGBTQ+ individuals in the country.

Multiple constructs within the workplace mistreatment literature are studied separately, including abusive supervision, incivility, ostracism, bullying, and other related concepts. Despite being problematic, this issue becomes especially confusing in the context of workplace ostracism and workplace incivility. Ostracism and incivility exhibit numerous similar characteristics: Both studies concentrate on the occurrence of ambiguous low-intensity counter-normative behaviour (Ferris et al., 2008; Andersson & Pearson, 1999). Additionally, both types of behaviour are found to have a negative association with various outcomes (O'Reilly & Banki, 2016; Robinson et al., 2013; Schilpzand et al., 2016). Furthermore, it is argued that both behaviours are prevalent in work environments. (Ferris et al., 2008; PEARSON, 1999). According to (Hershcovis, 2011), ostracism is strongly linked to other types of mistreatment and incivility despite the belief that it is a unique experience. Workplace mistreatment refers to negative or counter-normative behaviour towards another employee (Cortina & Magley, 2003; Skarlicki & Rupp, 2010; Yang et al., 2014). Mistreatment can take many forms, from overt acts like verbal and physical abuse to covert ones like passing nasty slurs and spreading gossip. Alternatively, incivility includes low-intensity behaviours that deliberately breach standards in the workplace (Blau & Andersson, 2005; Estes & Wang, 2008; Ferris et al., 2017). In most cases, incivility includes more subtle types of abuse, such as giving someone silent disrespect or spreading rumours, rather than more obvious and violent kinds of mistreatment (Ferris et al., 2017).

The major way of differentiating between ostracism and other types of mistreatment in the workplace (including incivility) is through the presence or absence of interaction with the target. This distinction has been extensively utilised in the study of ostracism (Williams, 1997; Williams & Zadro, 2001).

The definition of ostracism presented by Robinson et al. (2013) explicitly highlights the contrast between ostracism and other forms of abuse. According to their definition, ostracism involves the deliberate exclusion of social interaction, while other forms of mistreatment require maintaining social contact, although in a negative manner. If an individual believes that they are being excluded from a group because of their minority status, they perceive this exclusion as a result of an external, enduring aspect of themselves that is not temporary. Research has demonstrated that such perceptions can lead to individuals reacting even more negatively to ostracism (Liu, 2019; Scott & Thau, 2013; Wirth et al., 2010). Being LGBTQ encompasses all of these aspects; hence, experiencing ostracism based on one's sexual or gender orientation can be especially distressing (Peng & Salter, 2021). Ferris and colleagues have described workplace ostracism as the extent to which an employee observed that he or she felt excluded or shunned by other employees (Ferris et al., 2008).

2. Literature Review

Every individual possesses their own set of psychological requirements that must be satisfied; however, social isolation at the job reduces the chances of interacting with coworkers (Zadro et al., 2006). In our daily lives, we encounter various forms of ostracism. These can range from institutionalised forms such as solitary confinement, exile, and banishment, to more subtle expressions of rejection and silence in interpersonal relationships. For example, people may withdraw their gaze or not respond to greetings (Williams & Zadro, 2001).

Two frequent assumptions of the victim-focused perspective are exposed by the investigation of the antecedents and consequences of felt ostracism conducted by Howard et al. (2020). Firstly, felt ostracism is what really makes a person feel ostracised. Although there may be other

factors that directly impact how ostracised someone feels (Williams K.D., 2007). Organisational antecedents such as group-based ostracism, low task interdependence, formal policies or culture, and flat hierarchical structures can create conditions that enable or incentivise ostracism (O'Reilly & Robinson, 2009). This approach usually assumes that antecedents have the most influence on how ostracised someone feels through actual ostracism. In other words, individuals experience or perceive increased levels of social exclusion due to these antecedents. Second, the main cause of ostracism's consequences is how it is perceived. If an individual is not ostracised, they might experience few negative effects. However, if they believe they are being ostracised, they may continue to suffer its negative effects even when they are not being ostracised.

Numerous studies have demonstrated that ostracism is a significant social phenomenon that greatly influences how individuals deal with and are treated by others (Williams & Nida, 2011; Nezlek et al., 2012). A study examining the consequences of being disagreed with (verbal dispute) and being ostracised indicated that being ostracised had a considerably greater influence on one's self-esteem and other needs (Zadro et al., 2005). Research by Heaphy & Dutton (2008) found that ostracism in the workplace significantly impacts both the physical and mental well-being of victims. According to research by Zhao et al. (2013), ostracism in the workplace is positively associated with counterproductive work behaviours. When a person feels ostracised, it can have a negative impact on their work behaviour and harm the organisation. Employees who feel socially excluded are more likely to act out aggressively because they cannot regulate their actions. An ostracised employee loses interest in maintaining a healthy diet and experiences discontentment (Baumeister et al., 2005).

Ostracism has a relatively stronger effect on outcomes than other forms of negative attention. Ostracism is a great risk to survival (Robinson et al., 2013).

Based on an extensive literature review, we have been able to identify the following research gaps:

- The research did not address potential confounding variables or external factors influencing the relationship between workplace ostracism and job burnout components (Taimur & Khan, 2017).
- Researchers have requested that future studies examine the border conditions of competition's influence, as competition isn't necessarily beneficial or negative (Stanne et al., 1999). Additionally, it is important to comprehend the intricate nature of an individual's reactions to competition since a meta-analysis found no correlation between perceived environmental competitiveness and performance (Murayama & Elliot, 2012).

2.1 Hypotheses

2.1.1 Relationship between workplace ostracism and competitive psychological climate

Workplace competition is rather prevalent and has been on the rise (Jones et al., 2017; Spurk et al., 2021; Swab & Johnson, 2019). Companies frequently adopt competitive tactics, such as individual performance-based compensation and advancement opportunities, to encourage workers to exert more effort and produce more results. In spite of the fact that competition has the potential to boost job performance, it also carries the risk of lowering energy levels and employee well-being, which could cause workers to alter their resource utilisation strategies (Fletcher et al., 2008; Spurk et al., 2021; Swab & Johnson, 2019).

According to research by Brown et al. (1998) and Spurk et al. (2021), “Competitive Psychological Climate (CPC) can be defined as an individual employee’s psychological perception of a stressful work environment that puts pressure on individuals to perform well and meet high demands. Some of the features of competitive psychological climate include being constantly compared to others in one’s work unit, feeling pressured to do well in contrast to others in one’s work unit, and having one’s performance compared to others on a regular basis (Hu & Wang, 2022; Spurk et al., 2021).

Employees react differently to CPC, which can be a challenge and a hindrance stressor, leading to negative (e.g., higher perceived stress) effects. According to Festinger (1957) and Kohn (1992), social comparison processes—essential to competition—become more prominent when the organisational climate is perceived as very competitive. Employees’ sensitivity and worries about their competence are likely to increase when they are aware that their performances will be compared with those of their peers (Epstein & Harackiewicz, 1992; Reeve, 1998). Supported by COR theory, we contend that employees may respond to CPC with varied behavioural strategies. Everyone has limited resources (such as time, energy, and emotional resources) according to the Conservation of Resources (COR) hypothesis. According to Halbesleben & Bowler (2007) and Hobfoll (1989), when people’s various responsibilities and duties compete for limited resources, they are more likely to save them for the things that really matter and provide the greatest returns. They achieve this by weighing the benefits and drawbacks of various responses to environmental factors (Hobfoll et al., 2018). This suggests that employees may feel pressured to focus more on their day-to-day tasks and less on being social at work in situations where they sense a highly competitive work environment. Significantly, Employees are not independent actors; they are frequently shaped by the work environment that regulates and affects how they act on the job (Wallace & Chen, 2006). According to previous studies, employees interpret social signals in their immediate environment in an effort to learn and adhere to the standards and expectations of their workplace (Yam et al., 2018)

According to Spence & Helmreich (1983), competitive employees are more affected by the evaluative effects of social comparison than those less competitive. If the company routinely gives out bonuses based on how well an employee does in a competition, this bias is more likely to be in play. Therefore, people who view their work environment as highly competitive are more inclined to perceive workplace ostracism. Hence, we propose

H1: Workplace Ostracism positively relates to Competitive Psychological Climate

2.1.2 Relationship between Workplace Ostracism and Organisational Cynicism

Organisational Cynicism (OC) refers to negative attitudes that arise within an organisation when there is a lack of justice, honesty, and trust, often due to a breach of the organization’s “psychological contract”. According to Erdost et al. (2007) and Ryu & Jun (2019), cynicism is similar to scepticism, distrust, pessimism, disbelief, and negativity. Cynicism in individuals results from frustration caused by organisations or management, leading to the development of a defensive mechanism (Alsubaie & Nasaani, 2021; Naus et al., 2007; Simha et al., 2014). The term “OC” was used to characterise the display of cynical behaviours within an organisation. OC emerges as a result of organisational self-interest and the exploitation of personnel (Thomas & Gupta, 2018). OC stands for a lack of confidence in the idea that making changes within the organisation will lead to success (Choi, 2011).

The three components of organisational cynicism are cognitive, affective, and behavioural cynicism (Dean et al., 1998). Cognitive Cynicism (CC) refers to the notion that an organisation is dishonest and has the intention to exploit its people (Pfrombeck et al., 2020).

Emotional reactions to the organisation are a part of Affective Cynicism (AC), which demonstrates that cynicism is felt in more ways than just intellectual ones (Nafeil; Kaifi, 2013). Based on research by Cicek et al. (2021; Naseer et al., 2020), cynics may experience a range of feelings, including nervousness, distress/anguish, anger/rage, mockery, fear, and embarrassment. Behavioural Cynicism (BC) refers to the ways in which people act out their cynicism. People in this dimension question the integrity of the organisation they represent and make fun of it (Dean Jr et al., 1998; Sungur et al., 2019). Attitudes encountered in BC can be described as negative statements about the organisation, fake smiles, sarcastic stares, as well as pessimistic expectations for the organisation (Rehan et al., 2017).

It is possible to consider the COR from a theoretical perspective, which states that resource depletion is a critical component of stress and is vital to preventing further resource depletion (Simha et al., 2014; Westman et al., 2004). According to COR theory, OC serves as a self-defensive mechanism for preventing or limiting further resource depletion in the event of increased Workplace Ostracism (Abraham, 2000; AL-Abrow et al., 2019)

In other words, ostracised employees exhibit cynical attitudes and behaviours in the workplace that protect them further (Simha et al., 2014). For instance, cynical people think employees will not receive their fair share (Guastello & Peissig, 1998; Hussain & Shahzad, 2022). Additionally, they have concerns regarding the soundness of organisational policies (Dean Jr et al., 1998). As a result, ostracised employees tend to have negative attitudes toward their organisations and behave disparagingly toward others. Based on the COR theory, a cynical employee will essentially avoid further resource depletion in the form of an increase in perceived ostracism. Hence, we propose:

H2: Workplace ostracism positively impacts Organisational cynicism.

Relationship between Competitive Psychological Climate and Organisational Cynicism
Competitive employees and a competitive psychological climate in the organisation are good, but a delicate balance needs to be maintained so that the competitiveness does not get out of control and negatively impact the organization's performance or weaken the motivation of less competitive employees (Huml et al., 2025). Employees working in highly competitive environments often experience increased stress, interpersonal conflict, and reduced trust. Such perceptions may contribute to negative evaluations of organisational motives and practices. By creating pressure and rivalries within the work setting to enhance competitiveness, this might backfire, as employees can become competitive even in situations when winning has a deleterious cost (Malhotra, 2010). Research that connects competitive psychological climate and collaboration is scarce, with most of the scholarship focusing on the effect of competitive psychological climate on employee behaviours that are indirectly associated with team dynamics (Han et al., 2021).

H3: Competitive psychological climate positively influences organisational cynicism.

2.1.3 Mediating Role of Competitive Psychological Climate

The mechanism or concept of ostracism is founded on the assumption of the 'Social Exchange Theory' (Cropanzano & Mitchell, 2005). Negative responses occur when any individual or employee feels he or she is being ignored by peers, co-workers or groups. Wu et al. (2012) have identified that these negative responses are not only limited to reducing social connections at work, but are also unable to supply the social and emotional requirements of the individuals. Williams (2007) reported increased melancholy and increased despair and frustration. Gonsalkorale & Williams (2007) examined this and concluded these negative responses can

cause bad moods, mental and physical sickness. The negative responses may also result in loss or damage to the organisation, which may include reduced job satisfaction (Zadro, 2005), less organisational citizenship behaviour (OCB), and increased competitiveness (Hitlan, et al., 2006).

The present study proposes that workplace ostracism influences organisational cynicism indirectly through competitive psychological climate. Ostracised employees may perceive the workplace as excessively competitive, which subsequently increases cynical attitudes.

H4: Competitive psychological climate mediates the relationship between workplace ostracism and organisational cynicism.

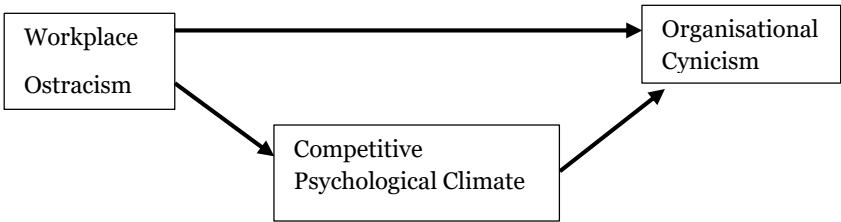


Figure 01: Conceptual Hypothesis Model

3. Methodology

The present study employed a quantitative cross-sectional research design to investigate the relationship between workplace ostracism and organisational cynicism among LGBTQ+ employees working in the service sector. The study further examined the mediating role of competitive psychological climate in this relationship. The study adhered to ethical research guidelines. Participation was voluntary; anonymity and confidentiality were

maintained, and respondents were informed that they could withdraw from the study at any time without consequences. No identifying information was collected from participants. For this purpose, approval has been obtained from the Institute's Ethical Committee. The target population comprised LGBTQ+ employees employed across various service-sector organisations. Due to the limited accessibility of LGBTQ+ employees and the sensitive nature of identity disclosure in workplace settings, convenience sampling was adopted. A total of 50 valid responses were collected and retained for analysis. Participants were required to be at least 18 years of age, self-identify as a member of the LGBTQ+ community, and possess a minimum of six months of organisational tenure.

Table 1. Sample Characteristics

Characteristic	Description
Population	LGBTQ+ Employees
Sector	Service Sector
Sample Size	50
Sampling Technique	Convenience Sampling
Research Design	Cross-sectional
Analysis Software	Smart PLS 4

Data were collected using a structured questionnaire administered through online platforms and professional networks. The questionnaire consisted of validated scales measuring workplace ostracism, competitive psychological climate, and organisational cynicism. Responses were recorded using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data analysis was conducted using Smart PLS 4. The analysis followed the two-step approach recommended for Partial Least Squares Structural Equation Modelling (PLS-SEM). First, the measurement model was assessed through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the structural model was evaluated by examining path coefficients, coefficients of determination (R^2), and mediation effects. Bootstrapping with 5,000 subsamples was employed to determine the statistical significance of direct and indirect relationships among the constructs.

Table 2. Measurement Instruments

Construct	Source	Items
Workplace Ostracism	Ferris et al.2008	10
Competitive Psychological Climate	Brown et al.1998	6
Organizational Cynicism	Brandes et al.1997	13

Table 3. Demographic Profile

Variable	Category	Frequency (%)
Gender Identity	Gay/Lesbian	20 (40%)
Gender Identity	Bisexual	15 (30%)
Gender Identity	Transgender	10 (20%)
Gender Identity	Non-binary/Others	5 (10%)

4. Data Analysis

Data analysis was conducted using SmartPLS 4. This section presents the results of the partial least squares structural equation modelling (PLS-SEM) analysis conducted in SmartPLS 4 (Ringle, Wende, & Becker, 2024) to test the hypothesised model. Following the two-step approach recommended for reflective PLS-SEM models (Hair, Hult, Ringle, & Sarstedt, 2022), the measurement (outer) model was assessed first for indicator reliability, internal consistency reliability, convergent validity, discriminant validity, and collinearity, followed by an assessment of the structural (inner) model comprising path coefficients, coefficients of determination (R^2), predictive relevance, and model fit. The analysis followed a two-step procedure involving measurement model assessment and structural model assessment. Reliability was assessed through Cronbach's Alpha and Composite Reliability. Convergent validity was evaluated through Average Variance Extracted (AVE), while discriminant validity was examined using the Fornell-Larcker criterion and HTMT ratios.

Table 4: Reliability and Validity Acceptance Criteria

Statistic	Threshold	Reference
Cronbach Alpha	> 0.70	Hair et al. (2022)
Composite Reliability	0.70-0.95	Hair et al. (2022)
AVE	> 0.50	Hair et al. (2022)
HTMT	< 0.85	Henseler et al. (2015)

Table 5: Reliability and Convergent Validity

Construct	Cronbach's alpha	CR	AVE
Workplace Ostracism	0.89	0.92	0.66
Competitive Psychological Climate	0.87	0.91	0.63
Organizational Cynicism	0.91	0.93	0.68

Cronbach's $\alpha \geq 0.70$; $\rho_C \geq 0.70$; $AVE \geq 0.50$ (Hair et al., 2022).

Interpretation: The reliability and convergent validity of the measurement model were assessed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted

(AVE). As shown in Table 4, all constructs reported Cronbach's Alpha and CR values above the recommended threshold of 0.70, indicating satisfactory internal consistency reliability. Furthermore, the AVE values ranged from 0.63 to 0.68, exceeding the minimum criterion of 0.50, thereby establishing adequate convergent validity. These findings suggest that the measurement model demonstrates acceptable psychometric properties and is appropriate for subsequent structural model evaluation.

Table 6: Structural Model Results and Hypothesis Testing

Hypothesis	Path	B (Beta)	t-value	p-value	Decision
H1	Workplace Ostracism → Competitive Psychological Climate.	0.54	7.43	< .001	Supported
H2	Workplace Ostracism → Organisational Cynicism	0.41	5.87	< .001	Supported
H3	Competitive Psychological Climate → Organisational Cynicism	0.32	4.61	< .001	Supported

Interpretation: The results indicate that Workplace Ostracism significantly and positively influences both Organisational Cynicism ($\beta = 0.41$, $p < .001$) and Competitive Psychological Climate ($\beta = 0.54$, $p < .001$). Furthermore, Competitive Psychological Climate significantly and positively influences Organisational Cynicism ($\beta = 0.32$, $p < .001$). Therefore, all three direct hypotheses (H1, H2, and H3) are supported.

Table 7: Mediation Analysis Results

Mediation Path	Indirect Effect (β)	t-value	p-value	Result
Workplace Ostracism → Competitive Psychological Climate → Organisational Cynicism	0.17	3.89	< .001	Supported

Interpretation: The indirect effect of Workplace Ostracism on Organisational Cynicism through Competitive Psychological Climate was found to be significant ($\beta = 0.17$, $t = 3.89$, $p < .001$). This indicates that Competitive Psychological Climate mediates the relationship between Workplace Ostracism and Organisational Cynicism. Since both the direct and indirect effects are significant, the results suggest partial mediation.

Table 8: Fornell–Larcker Criterion for Discriminant Validity

Constructs	Workplace Ostracism (WO)	Competitive Psychological Climate (CPC)	Organisational Cynicism (OC)
Workplace Ostracism (WO)	0.812		
Competitive Psychological Climate (CPC)	0.544	0.794	
Constructs	Workplace Ostracism (WO)	Competitive Psychological Climate (CPC)	Organisational Cynicism (OC)
Organisational Cynicism (OC)	0.612	0.587	0.825

Note. Diagonal values (bold) represent the square root of the Average Variance Extracted (AVE), while off-diagonal values represent inter-construct correlations.

Interpretation: The Fornell–Larcker criterion was used to assess discriminant validity among the study constructs. As shown in Table 8, the square root of the AVE for each construct is greater than its correlations with other constructs. Specifically, Workplace Ostracism (0.812), Competitive Psychological Climate (0.794), and Organisational Cynicism (0.825) all exhibit higher diagonal values than their corresponding inter-construct correlations.

These results indicate that each construct shares more variance with its own indicators than with other constructs in the model. Therefore, discriminant validity is established, confirming that Workplace Ostracism, Competitive Psychological Climate, and Organisational Cynicism are empirically distinct constructs and can be used for further structural model analysis.

Table 9: Heterotrait–Monotrait Ratio (HTMT) of Correlations

Construct	Workplace Ostracism (WO)	Competitive Psychological Climate (CPC)	Organisational Cynicism (OC)
Workplace Ostracism (WO)	—		
Competitive Psychological Climate (CPC)	0.672	—	
Organisational Cynicism (OC)	0.748	0.701	—

Interpretation: The HTMT values for all construct pairs are below the recommended threshold of 0.85, indicating satisfactory discriminant validity among the constructs. Therefore, Workplace Ostracism, Competitive Psychological Climate, and Organisational Cynicism are empirically distinct constructs within the proposed model. *Note.* HTMT values below 0.85 (strict criterion) or 0.90 (liberal criterion) suggest adequate discriminant validity.

Table 10: Coefficient of Determination (R²)

Endogenous Construct	R ² Value	Interpretation
Competitive Psychological Climate (CPC)	0.317	Moderate
Organizational Cynicism	0.542	Moderate to Substantial

Interpretation: Workplace Ostracism explained **31.7%** of the variance in Competitive Psychological Climate. Furthermore, Workplace Ostracism and Competitive Psychological Climate jointly explained 54.2% of the variance in Organisational Cynicism, indicating good predictive power of the proposed model. Following Cohen's (1988) benchmarks as adapted for PLS-SEM, the R² for Ostracism and Organisational Cynicism can be considered moderate-to-substantial and a moderate effect for Ostracism and CPC.

5. Discussion

The findings suggest that workplace ostracism serves as an important antecedent of organisational cynicism among LGBTQ+ employees. The mediating effect of competitive psychological climate indicates that exclusionary experiences may shape employees' perceptions of organisational competitiveness, which subsequently influences their attitudes toward the organisation. The present study examined the relationship between workplace ostracism and organisational cynicism among LGBTQ+ employees and explored the mediating role of competitive psychological climate. The measurement model demonstrated satisfactory reliability and validity, as all constructs exceeded the recommended thresholds for Cronbach's Alpha, Composite Reliability, AVE, and HTMT.

The findings revealed that workplace ostracism significantly and positively influenced organisational cynicism, indicating that LGBTQ+ employees who experience exclusion and social isolation are more likely to develop negative attitudes toward their organisations. Workplace ostracism also significantly predicted competitive psychological climate, suggesting that excluded employees perceive their workplaces as more competitive and less supportive.

Furthermore, competitive psychological climate was found to positively influence organisational cynicism. Employees working in highly competitive environments may become sceptical of organisational intentions and less trusting of workplace relationships.

The mediation analysis confirmed that competitive psychological climate partially mediates the relationship between workplace ostracism and organisational cynicism. This finding suggests that workplace exclusion not only directly increases cynical attitudes but also indirectly contributes to cynicism by fostering perceptions of a competitive work environment.

Overall, the study highlights the importance of creating inclusive and supportive workplaces for LGBTQ+ employees. Organisations should actively address exclusionary behaviours and promote collaborative work cultures to reduce organisational cynicism and enhance employee well-being.

5.1 Practical Implications

Organisations should implement inclusive workplace policies, diversity training initiatives, and employee support mechanisms to reduce experiences of ostracism among LGBTQ+ employees. Managers should actively monitor workplace interactions and foster collaborative rather than excessively competitive work environments.

5.2 Limitations and Future Research

The study is limited by its cross-sectional design and relatively small sample size. Future research may employ longitudinal designs and larger samples to further examine the proposed relationships.

5.3 Conclusion

The present study highlights the detrimental effects of workplace ostracism on organisational cynicism among LGBTQ+ employees and identifies competitive psychological climate as a significant mediating mechanism. The findings underscore the importance of fostering inclusive workplace environments that promote belongingness and psychological safety.

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