

Strategic Momentum as an Effective Tool to Reduce Ostracism in the Workplace (Analytical study of a sample of employee opinions of the Najaf Refinery)

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Abstract

Purpose: The purpose of this thesis is to identify the strategic momentum and its role in reducing neglect in the workplace.

Design - Methodology - Entry: A structured questionnaire will be used to collect data by employees of the Najaf refinery, The population of our current study represented the owners of the Najaf refinery, which numbered (800), and the research sought to test a number of hypotheses related to the relationships of influence and the correlation between the research variables represented by strategic momentum and ostracism in the workplace. The data was processed through statistical methods using the program (SPSS).

Conclusion: The results of the statistical analysis of the data collected through the questionnaire tool prepared for this purpose, in addition to the theoretical conclusions, including the ability of the Najaf refinery to reduce ostracism in the workplace among its employees through strategic momentum.

Keywords: strategic momentum, ostracism in the workplace, Najaf refinery.

Methodology:

Research methodology represents a series of organized steps undertaken by the researcher for the purpose of studying a specific topic and reaching results that contribute to solving problems. The methodology is the beacon that guides the researcher during his research and the roadmap that leads him. Towards satisfactory scientific results.

A. Research problem: The ostracism in the workplace is a phenomenon that is not limited to a particular country or company, but includes many companies and organizations. This phenomenon is called (Workplace Ostracism. Ferris & Brown, 2008) explained ostracism in the workplace as “the extent of an individual’s

awareness It is ignored or excluded by others in the workplace.

According to (Robinson et al., 2013), ostracism in a setting is when an individual or group ignores taking actions that involve another organizational member when it is socially acceptable.

And (Spector et al., 2014) added that ostracism and abuse in the workplace is any personal situation in which the employee initiates alternative negative actions or stops the standard positive actions towards another employee.

Through the two researchers’ review of the previous set of studies, it was found that there are theoretical cognitive signals about ostracism in the workplace. On the other hand,

the researchers emphasized (Hitlan & Noel, 2009; Leung et al, 2011; Wu et al, 2012; Robinson et al, 2013; Haq, 2014; Chung, 2017; Yang & Treadway, 2018; De Clercq & Azeem, 2019; Jiang et al, 2020; Chang et al, 2021) it is necessary to conduct more studies of the variables of our study to find out their causes and reduce their negative effects and in environments other than the environments in which those studies were conducted.

The problem of the current study aims to reveal the reality of the situation in the oil sector, and the repercussions of the occurrence of ostracism in the workplace between males and females, which is reflected on the healthy climate in our oil institutions. Therefore, the researcher tries, through strategic momentum, to address this ostracism, which contributes to solving the problems of working individuals.

Although the use of strategic planning has become widespread and widely in international and even governmental organizations, they are often accused of having neglect in the workplace and a continuous change in strategic directions with the presence of strategic plans. The existence of a strategic plan, vision and a written message, but the liquidator was not able to achieve a small amount of it due to changes in the external environment and the current conditions that the country is going through in general, and the unwillingness to change and decline in performance. From the previous presentation, it becomes clear to the researcher that it is important to study this dimension in a comprehensive, thorough and accurate way to know the causes, treatments, recommendations and proposals that would reduce the problems facing organizations or public sector bodies and government departments at work. These problems are the case of ostracism in the workplace. Accordingly, the study problem can be formulated as follows: (The more the Najaf refinery can avoid ostracism in the workplace by applying strategic momentum, the more it will be able to achieve its future goals and gain employee satisfaction).

B. The importance of the research:

The importance of the current study stems from the researched phenomenon of reducing ostracism in the workplace in the department under study through strategic momentum, which has become a necessary requirement for

the Najaf refinery in the Al-Najaf Governorate in particular, and the rest of the companies in general that operate in the oil sector. The importance of the study was embodied in the following:

❖ The importance of studying at the level of senior management (for the Najaf refinery):

1) The study of strategic momentum creates positive indicators to draw organizational and sectoral plans for the decision maker to reduce the possibility of crises and disasters in the future.

2) The strategic momentum is a means that enables the senior management in the Najaf refinery to be aware of the strategy of the organization in question, starting from its vision and mission, to achieving its strategic goals, and communicating it clearly to all working individuals.

❖ The importance of the study at the level of the organization in question (Al-Najaf refinery)

1) The current study diagnoses the causes of ostracism in the workplace that the organization in question suffers from based on the findings of the study.

2) Al-Najaf Al-Ashraf Refinery is the mainstay for supplying the governorate with oil derivatives, which directly affects the life of the citizen. Therefore, it is necessary for its members to be fully aware of the strategic momentum and its main dimensions.

❖ The importance of the study at the community level:

1) There is a dearth of studies that have been concerned with studying the relationship between the study variables in one hypothetical model, as there are no Arab or foreign studies that have taken care of these variables, and this means that there is a knowledge gap that must be addressed.

2) Opening the way for other studies due to the novelty of the topic at the applied and theoretical levels, and the lack of public sector organizations for such studies that contribute to solving the problems of society, since the organization is an open system to society and thus affects and is affected by it.

❖ The future importance of the study:

- 1) Strategic momentum is one of the main strategic planning tools that can affect the future of the organization in question.
- 2) Finding an integrated vision for the Najaf refinery on how to reduce ostracism in the workplace.

C. The aim of the research:

The main objective of the current study is to know the role of strategic momentum in reducing ostracism in the workplace in the Najaf refinery. To perform with high quality, and then branch from this goal a set of the following sub-objectives:

- 1) Identifying the level of practicing strategic momentum in its three dimensions (strategic momentum at the manager level, strategic momentum at the group level, and strategic momentum at the company level) in light of the answers of the workers in the Najaf refinery.
- 2) Finding ways to enable the Najaf refinery to reduce exclusion in the workplace within the current and future plans.
- 3) Determining the strategic direction of the senior management and transferring it to all employees at other organizational levels, which would reduce the incidence of ostracism in the workplace.

4) The study seeks to clarify the concepts of topics related to the strategic momentum and its dimensions for the purpose of shedding light on the ostracism in the workplace of the organization in question through the analysis and statement of the implemented goals.

5) Identifying the level of ostracism in the workplace according to the answers of the employees of the Najaf refinery.

6) The study examines the effects of the strategic momentum on the neglect in the workplace of the oil refinery investigated in terms of cooperation and exchanging roles in responsibilities and giving way to empowering women to take charge of matters. More specifically, this study suggests that the strategic momentum will have a significant impact on improving the organizational climate on the one hand and increasing consensus and consensus to achieve the desired goals on the other hand.

D. Research hypothesis scheme:

Figure (1) shows the proposed hypothesis study scheme, which represents the general framework for the study variables and its hypotheses, which consisted of two main hypotheses stemming from sub-hypotheses between the sub-variables of the independent variable and the dependent variable based on the hypotheses of correlation and influence.

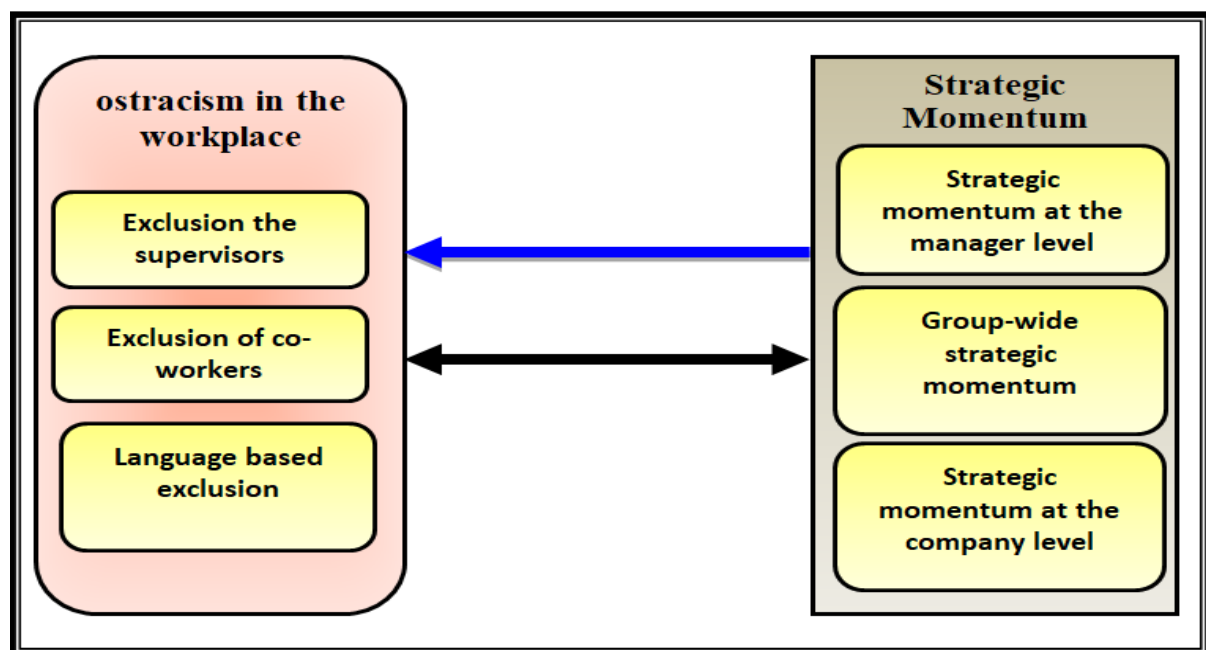


Figure (1) The hypothesis diagram for the research

E. Research hypotheses:

The hypotheses of the study were embodied according to the folds of the study problem, the objectives set for it, and the hypothetical model to represent the logical relationships between the independent and dependent variables in the study model, as follows:

- ❖ The first main hypothesis: There is a significant statistically significant correlation between strategic momentum and rejection in the workplace, from which the following sub-hypotheses emerge:
 - 1) The first sub-hypothesis: There is a significant statistically significant correlation between the strategic momentum at the level of the leader and the rejection in the workplace.
 - 2) Second sub-hypothesis: There is a significant statistically significant correlation between strategic momentum at the group level and rejection in the workplace.
 - 3) The third sub-hypothesis: There is a significant statistically significant correlation between the strategic momentum at the company level and the rejection in the workplace.
- ❖ The second main hypothesis: There is a significant influence relationship with a

significance of strategic momentum and ostracism in the workplace, from which the following sub-hypotheses emerge:

- 1) The first sub-hypothesis: There is a significant, statistically significant effect relationship between strategic momentum at the level of the leader and rejection in the workplace.
- 2) Second sub-hypothesis: There is a significant, statistically significant effect relationship between strategic momentum at the group level and ostracism in the workplace.
- 3) The third sub-hypothesis: There is a significant, statistically significant impact relationship between strategic momentum at the company level and rejection in the workplace.

F. Study measurement tool:

In the current study, the researcher adopted the (Five-Point Likert) scale to measure the respondents' response levels. The researcher used a scale (totally disagree, disagree, neutral, agree, fully agree) to measure the strategic momentum variable in its three dimensions, by adopting the (Al-Abadi, 2020) and consists of (15) paragraphs.

Exclusion in the workplace was measured based on the scale (Hitlan & Noel, 2009), which consists of (17) items, and Table No. (1) shows the study criteria as follows:

Table (1) Study Scales

approved scale	number of paragraphs	The dimension	variable
(Al-Abadi, 2020)	5	Strategic momentum at the manager level	Strategic Momentum
	5	Strategic momentum at the group level	
	5	Strategic momentum at the company level	
	6	Exclusion admins	

(Hitlan & Noel, 2009)	8	Exclusion of co-workers	Ostracism in the workplace
	3	Language-based exclusion	

G. Study population and sample:

- 1) Description of the study community: To fulfill the requirements of the practical side of this study, and achieve its goals and endeavors, it was necessary to choose a study community that agrees with what it seeks and aspires to achieve. And the researcher was an employee in it, and he is in direct contact with his work, which fits with an essential part of the methodology and objectives of this study.
- 2) Study sample: In order to determine the appropriate sample size for the study population of (800) employees, the following equation was used, mentioned by (Steven k. Thompson , 2012:59) to determine the sample size.

$$n = \frac{Np(1 - p)}{(n - 1)(d^2 / z^2) + p(1 - p)}$$

Source: Steven K. Thompson, (2012).sampling, third Edition,p:59-60.

Based on it, it appeared that the sample size is (260) people, and (260) questionnaires were distributed and (249) questionnaires were received, all of them are valid for analysis and represent the studied sample.

Literature Review

I. Intellectual Basis for Strategic Momentum:

I.1. Concept of Strategic Momentum:

(Amburgy & Miner, 1992:11) defined strategic momentum as “the tendency to maintain or expand the focus and direction of previous strategic actions in current strategic behaviour. Several writers have stated that there are multiple approaches to momentum because it is not limited to the physical framework only, as it has been extensively examined Direct and indirect according to Newton's law, which adopts that static objects remain in a state of rest

if there is no force to move them and vice versa. Because momentum means that every object has a motive force that depends on its mass and velocity, and then it is directed in the desired direction, and thus the concept is complex Controversy and ambiguity, it is a dynamic concept, which complicates the concept, and this physical concept must be used to visualize the flow of knowledge in organizations (Mark, 2013:32), while between (Tien, 2015:5) that momentum is a tendency to maintain the current movement and can To indicate the amount of movement an object has, moving objects tend to remain that way, while immobile objects tend to remain stationary. The same trend can be seen in company behaviors in that the company tends to continue on its current path.

As (Yang, 2015:4) explained that we can use strategic momentum to refer to the tendency to maintain or expand the focus and direction of previous strategic actions in the current strategic behavior, and therefore, the presence or absence of strategic momentum determines the ultimate success or failure of the transformational effort of strategic change. Moreover, the strategic momentum based on change is the driving force for promoting and implementing strategic change, Yang added a definition of the momentum of strategic change by introducing the concept of momentum in the field of entrepreneurship and studying the relationship between entrepreneurial perception and the momentum of strategic change as well as the moderating effects of organizational knowledge structures through Rely on institutional theory and a resource-based viewpoint. The empirical results indicate that entrepreneurial perception has a direct and positive impact on the momentum of strategic change and that organizational knowledge structures modify the relationship between the variables involved.

(Jansen, 2016:1-4) defined change-based momentum as the socially perceived energy associated with the pursuit of goal-directed

change, and change-based momentum reflects the enthusiasm and activity intensity of a long-term change effort. Associated with maintaining a previous course of action on behalf of the organization (stagnation based) or the energy associated with following a new course of action (based on change), the majority of research has adopted the previous concept, focusing on strategic stability.

He added (Mehta, 2016:2) that the momentum expresses the force or speed of movement. Momentum is defined as the force or driving force for companies to maintain the robustness of the company's development in a given period.

(Cohen-Zada, 2017:5) explained that strategic momentum is that momentum that is generally generated from inherent strategic incentives and that momentum can strongly affect performance.

1.2. The importance of Strategic Momentum:

A group of researchers has given importance to momentum through the effect imposed by momentum, which is viewed as:

- 1) Momentum feeds on itself, as each success process provides energy for the next process (Larreche, 2008).
- 2) (Tien & Chen) stated that previous studies have found that companies that operate with momentum may provide more value to shareholders compared to competitors with less momentum.
- 3) (Tien & Chen, 2015) reached another conclusion when conducting research on the relationship between the strength of momentum and company performance. According to them, momentum does not significantly improve the company's performance. However, when variables such as company age, size, capital intensity, and country of origin are entered, the relationship between momentum and company performance can, in some circumstances, be modified by these variables.
- 4) He added (Van Aken & Opdenakker, 2006) that the importance of strategic momentum can be demonstrated and maintained

through a vision of team mission, collective commitment, and empowerment.

- 5) Show (Poduska, 2020:9) that increasing the independence of work can contribute to the use of the strategic impetus for innovation. It found that organizations that use innovative momentum become more innovative, while conservative organizations, which do not exploit innovative momentum, remain stagnant until they face serious challenges in the business environment.

2. Intellectual Basis for Workplace Ostracism:

2.1. The concept of ostracism in the workplace:

Ostracism in the workplace is defined as “the extent to which an individual perceives that they are being ignored or excluded by others in the workplace” (Ferris & Brown, 2008). It is also defined as “when an individual or group neglects to take actions that engage another organizational member when it is socially acceptable” (Robinson et al., 2013). Neglect and abuse in the workplace is any personal situation in which an employee initiates alternative negative actions or stops standard positive actions toward another employee (Spector et al., 2014). Previous authors suggested that workplace ostracism is a form of abuse and rudeness. Untouchability can be considered the initiation of alternative negative actions or abstinence from positive normative actions. Depending on this situation, Scott & Duffy, 2015 indicate that ostracism fits the criteria for abuse. Workplace ostracism is a type of interpersonal abuse that has consequences. Negative attitudes of employees towards work, such as decreased job satisfaction, increased intent to turnover, and decreased personal well-being, such as emotional exhaustion and psychological distress (Wu et al., 2016: 3), Chung (2017: 330) has suggested that alienation in the workplace is similar to many other combinations such as social exclusion, rejection, and organizational distancing. Although some studies have attempted to distinguish between these combinations, there has been no empirical evidence to distinguish between them that explains how they lead to different consequences. As a result, research in

the field of workplace alienation research has not been able to determine whether ostracism, social exclusion and rejection in the workplace can be clearly distinguished or are interchangeable.

(Li, 2018: 8) explains that ostracism in the workplace is a type of social procrastination directed at a co-worker, refusal to cooperate or include the other in all social situations when it is required, and ostracism can be the result of everyone who does (exclusion)) as well as inaction (omission of inclusion), but they also reflect that ostracism can be defined by perceptions, in the case of the former, or behaviors, in the case of the latter. Authors who apply perceptual definitions usually take a victim-centered perspective, while those who apply behavioral definitions take one that focuses on the environment or the perpetrator (Yang & Treadway, 2018). Workplace ostracism is a negative form of workplace aggression and can be defined as “the extent to which an individual perceives that he or she is being ignored or excluded by others” in the workplace environment (Koay, 2018: 3).

2.2. Types of Ostracism in the workplace:

The terms social ostracism, rejection, and exclusion are often seen as interrelated. Untouchability in a workplace context is defined from an action perspective as the failure to engage another person when it is socially appropriate to do so or from a target perspective as a perception of neglect or exclusion by others. As there are several types of ostracism, we will explain them as follows:

- 1) Physical ostracism: Physical ostracism involves removing a person or others from a social situation. Other types of physical ostracism include expulsion, banishment, solitary confinement, and even the classic “time-out” sessions that parents use to discipline children (eg, physical isolation/barriers to free interaction) may The level of ostracism ranges from being separated from others to simply reducing the amount of time spent with certain individuals.
- 2) Social exclusion: The concept of exclusion is loneliness or isolation with or without explicit declarations of dislike, while rejection refers to a declaration by an individual or group that does not wish to interact with the individual. Social exclusion here means a broader term, such that it includes a situation in which the individual is denied of social contact. For example, China has a long history of ostracizing HIV/AIDS patients, to the point that people living with HIV have faced discrimination in the Chinese labor market for years. Likewise, foreigners infected with this virus were denied visas until 2010.
- 3) Cyber exclusion: Electronic (cyber) exclusion: It is a new form of exclusion, electronic exclusion includes not including someone in email lists, and ignoring them in chat rooms and other forms of communication (such as social communication through electronic applications such as Facebook, Instagram, Twitter, etc.). Both personal ostracism and online ostracism put people at risk, as experiences of online ostracism are as meaningful as those experienced in person (Harvey et al, 2018:11-12).
- 4) Personal exclusion: Not including a particular employee in interactions of a purely personal or social nature, such as excluding him from conversations, not receiving social support or not being invited to join during coffee breaks, lunches or other social events.
- 5) Dismissing from tasks: Not engaging a co-worker in task-related interactions, not inviting a co-worker to project meetings, excluding them from working on projects, deleting a co-worker when sending an email, or not replying to emails from someone Co-workers (Gamian-Wilk & Madeja-Bien, 2021:3).
- 6) Linguistic Untouchability: Specifically “any situation in which two or more people speak a language that others do not understand around them.
- 7) Organizational distancing: the systematic exclusion of a person who was once an included member of the group (Robinson, 2013:3).
- 8) Intentional ostracism: means that a person intentionally ignores someone and the person is aware of the behavior, and that person does so to harm or target someone.

Deliberate ostracism in the workplace is often the silent treatment.

- 9) Unintentional ostracism: is when people don't intentionally ignore others. They are unaware that their behavior is hurting someone (SAMO et al., 2019:1).

2.3. Consequences and effects of ostracism in the workplace:

(Chung, 2017:328) referred to the effects of ostracism in the workplace, which are as follows:

- 1) The ostracism duly affects self-esteem because when people are ostracized they feel that they have done something wrong or that they have some unattractive characteristic.
 - 2) Outcast individuals feel excluded from a group they want to associate with.
 - 3) Outcast individuals' sense of control is undermined because others do not respond to their actions. The ostracized people feel that they have no way to end the ostracism and therefore feel out of control.
 - 4) Finally, ostracism affects one's sense of a meaningful existence because it represents a form of 'social death' and shows what life would be like if one did not exist.
- ❖ (Gamian-Wilk & Madeja-Bien, 2021:15-16) added that the effects of ostracism in the workplace are manifested in the following:
- 1) An employee who has been ostracized suffers from emotional distress, decreased psychological and physical well-being, worsening work-related attitudes and negative behavioral responses.
 - 2) Being ostracized in the workplace generates negative feelings and frustration with basic needs.
 - 3) Employees who are ignored or rejected experience negative moods, such as anxiety, anger, embarrassment, and emotional exhaustion.
 - 4) Leads to low self-esteem and reduced sense of meaning and belonging as well as ostracism leads to harmful effects, such as sleep disturbances and mental health disorders.
 - 5) Untouchability in the workplace leads to conflict between work and family.

- 6) It also leads to high job stress, decreased job satisfaction, and low job commitment.

2.4. The main characteristics of ostracism in the workplace:

ostracism in the workplace consists of three main characteristics (Chen & Li, 2019:2):

- 1) ostracism in the workplace does not require motivation to harm the individual. For example, a person may sometimes be so preoccupied with his own work that other colleagues do not notice.
- 2) Behaviors can be considered ostracism in the workplace when a person (or group) ignores the inclusion of another colleague when it is socially appropriate. Thus, what one perceives as ostracism, may not be regarded in the same way in another.
- 3) Workplace ostracism refers to paying so little positive attention to others, rather than showing negative attention that workplace ostracism can be viewed as workplace stress.

3. The applied aspect of research:

3.1. Descriptive analysis of sample responses:

Table (2) presents the descriptive statistical analysis of the strategic momentum variable, which consists of three main dimensions and fifteen sub-paragraphs, and reflects the values of the weighted means, standard deviations, and relative weight. (3) The degree of scattering is reflected by the standard deviation (0.483), and for the dimensions it was as follows:

1) Strategic Momentum at the Leader Level:

Regarding the first dimension represented by the strategic momentum at the level of the leader, the results indicate that the general agreement was (83.13%) with a weighted mean of (4.157) higher than the hypothetical mean of (3), and a standard deviation of (0.607), and that most of the answers of the sample members were towards agreement and that The highest weighted mean was for paragraph ((3) and its content (our manager seeks to make strategic decisions in light of the strategic momentum achieved in our company), the weighted mean

recorded a value of (4.217), which is greater than the value of the hypothetical mean of the study of (3), with a relative weight of (84.34%). It indicates the relative importance of the answers, but the lowest weighted average was for paragraph (5) and its content (our manager invests the strategic momentum achieved in our company), as their answers were few around it, the ratio was (81.15%) with a weighted average (4.057).

2) Strategic Momentum at Group Level:

By following up on the results about the dimension of the strategic momentum at the group level, it is clear that the general agreement was (82.85%) with a weighted mean of (4.143) higher than the hypothetical mean of (3), and a standard deviation of (0.546), and that most of the answers of the sample members were towards agreement and that The highest weighted mean was for paragraph ((8) and its content (the effectiveness and timing of communications help the group member to understand the strategic change). The weighted mean recorded a value of (4.217), which is greater than the hypothetical mean value of the study (3), with a relative weight of (84.34%) referring to The relative importance of the answers, as for the lowest weighted average was for paragraph (10) and its content (strategic

momentum is a main indicator of the effectiveness of the work groups), as their answers were few around it, the ratio was (80.82%) with a weighted average (4.041).

3) Strategic Momentum at Company Level:

Regarding the first dimension represented by the strategic momentum at the level of the leader, the results indicate that the general agreement was (83.80%) with a weighted mean of (4.190) higher than the hypothetical mean of (3), and a standard deviation of (0.588), and that most of the answers of the sample members were towards agreement, And the highest weighted mean was for paragraph (15) and its content (our company deals with negative reactions generated by the accompanying change with the strength of strategic momentum). The weighted mean recorded a value of (4.221), which is greater than the value of the hypothetical mean of the study of (3), with a relative weight of (84.43%).) indicates the relative importance of the answers, as for the lowest weighted average was for paragraph (11) and its content (our company establishes a formal commitment to implement a new strategy by taking administrative measures compatible with the strategic momentum), as their answers were few about it, the ratio was (82.87%) with a weighted average (4.143).

Table (2) The results of the sample responses about the paragraphs of the strategic momentum axis

Paragraph	N	Minimum answer	Maximum answer	mean	standard deviation	Relative importance
DATAx1	244	1.00	5.00	4.193	0.801	83.85
DATAx2	244	1.00	5.00	4.164	0.789	83.28
DATAx3	244	2.00	5.00	4.217	0.763	84.34
Strategic Momentum at the Leader Level	244	1.80	5.00	4.157	0.607	83.13
DATAx4	244	1.00	5.00	4.152	0.810	83.03
DATAx5	244	2.00	5.00	4.057	0.778	81.15
DATAx6	244	1.00	5.00	4.119	0.845	82.38
DATAx7	244	1.00	5.00	4.131	0.860	82.62
DATAx8	244	1.00	5.00	4.217	0.724	84.34
DATAx9	244	1.00	5.00	4.205	0.708	84.10
DATAx10	244	1.00	5.00	4.041	0.815	80.82

Strategic momentum at the group level	244	1.60	5.00	4.143	0.546	82.85
DATAx11	244	1.00	5.00	4.143	0.806	82.87
DATAx12	244	1.00	5.00	4.205	0.841	84.10
DATAx13	244	1.00	5.00	4.213	0.804	84.26
DATAx14	244	1.00	5.00	4.168	0.866	83.36
DATAx15	244	2.00	5.00	4.221	0.720	84.43
Strategic momentum at the company level	244	1.40	5.00	4.190	0.588	83.80
Strategic Momentum	244	1.60	5.00	4.163	0.483	83.26

Table (3) also provides a descriptive statistical analysis of the strategic momentum variable, which consists of three main dimensions and seventeen sub-paragraphs, and reflects the values of the weighted means, standard deviations and relative weight. The responses recorded a significance of (81.44%) with a weighted mean (4.072) higher than the hypothetical mean. The adult (3) and the degree of dispersion reflected by the standard deviation (0.587), and for the distances were as follows:

1) Exclude Supervisors:

Regarding the first dimension of excluding supervisors, the results indicate that the general agreement was (83.61%) with a weighted mean of (4.180) higher than the hypothetical mean of (3), and a standard deviation of (0.593), and that most of the answers of the sample members were towards agreement, and that the highest mean Paragraph (2) and its content (the supervisors answer your questions within a reasonable time) was weighted. The weighted mean recorded a value of (4.275), which is greater than the hypothetical mean value of the study (3), with a relative weight of (85.49%) indicating the relative importance of the answers. As for the lowest weighted average, it was for paragraph (3) and its content (supervisors invite you to participate in work-related activities), as their answers were few about it, so the percentage was (81.89%) with a weighted average (4.094)

2) Exclusion of co-workers:

By following up on the results about the dimension of exclusion of co-workers, it is

clear that the general agreement was (82.20%) with a weighted mean of (4.11) higher than the hypothetical mean of (3), and a standard deviation of (0.621), and that most of the answers of the sample members were towards agreement, and the highest mean Paragraph (8) was weighted and its content (your co-workers prevent you from entering into their conversations), the weighted mean recorded a value of (4.180), which is greater than the hypothetical mean value of the study (3), with a relative weight of (83.61%) indicating the relative importance of the answers, As for the lowest weighted average, it was for paragraph (10) and its content (your colleagues interact only when they have to), as their answers were few about it, so the ratio was (80.90%) with a weighted average (4.045).

3) Language-based exclusion:

Regarding the first dimension represented by language-based exclusion, the results indicate that the general agreement was (78.5%) with a weighted mean of (3.925) higher than the hypothetical mean of (3), and a standard deviation of (0.845), and that most of the answers of the sample members were towards agreement, and higher A weighted mean was for the paragraph ((16) and its content (your colleagues at work speak your language while working). As for the lowest weighted average, it was for paragraph (17) and its content (you can interact with others during work because of the difficulties you face in linguistic communication), as their answers were few around it, so the percentage was (77.79%) with a weighted average (3.889).

Table (3) Results of the sample responses about the paragraphs of exclusion in the workplace

Paragraph	N	Minimum answer	Maximum answer	mean	standard deviation	Relative importance
DATay1	244	1.00	5.00	4.250	0.785	85.00
DATay2	244	1.00	5.00	4.275	0.733	85.49
DATay3	244	1.00	5.00	4.094	0.931	81.89
DATay4	244	1.00	5.00	4.123	0.837	82.46
DATay5	244	1.00	5.00	4.225	0.755	84.51
DATay6	244	1.00	5.00	4.115	0.858	82.30
Exclusion admins	244	2.00	5.00	4.180	0.593	83.61
DATay7	244	1.00	5.00	4.176	0.757	83.52
DATay8	244	1.00	5.00	4.180	0.861	83.61
DATay9	244	1.00	5.00	4.057	0.923	81.15
DATay10	244	1.00	5.00	4.045	0.953	80.90
DATay11	244	2.00	5.00	4.115	0.867	82.30
DATay12	244	1.00	5.00	4.119	0.845	82.38
DATay13	244	1.00	5.00	4.119	0.911	82.38
DATay14	244	1.00	5.00	4.070	0.898	81.39
Exclusion of co-workers	244	1.38	5.00	4.110	0.621	82.20
DATay15	244	1.00	5.00	3.902	1.014	78.03
DATay16	244	1.00	5.00	3.984	0.951	79.67
DATay17	244	1.00	5.00	3.889	0.964	77.79
Language based exclusion	244	1.33	5.00	3.925	0.845	78.50
ostracism in the workplace	244	1.57	5.00	4.072	0.587	81.44

3.2. Correlation hypothesis testing:

A summary of the relationships between the research variables can be presented through Figure (2).

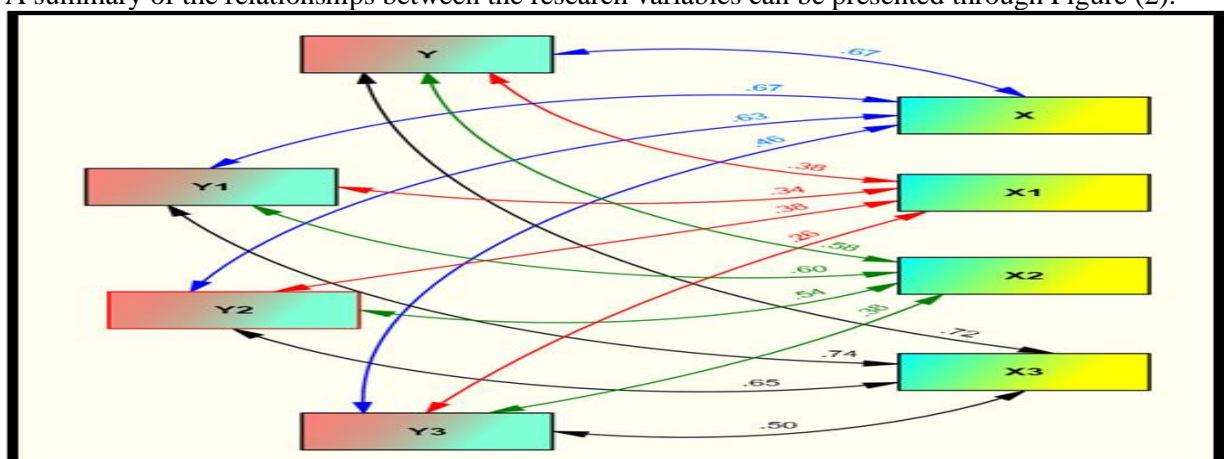


Figure (2) is a summary of the results of the correlation between variables and dimensions

It is clear that the strategic momentum affects the rejection in the workplace, where the value of the regression coefficients indicates the

existence of the relationship where the constant (α) reached (0.706), that the effect is basically present, while the value of the impact is reflected by the value (β) which reached (0.808), which showed the presence of the effect. When there is a positive change of (1) in

the independent variable, this indicates that the regression curve is sufficient to describe the relationship between the variables with a confidence level of (0.95) and (0.99), and the value of the interpretation coefficient (R^2) indicated that its value amounted to (0.443), which means that (Strategic Momentum) explains (44.3%) of the changes in the dependent variable, exclusion in the workplace, and the rest of the explanation is due to other variables that were not included in the regression model. And that these relationships

are significant, as the calculated value (f) is greater than its tabulated value within the level of significance, and this is supported by the significance of the regression (P), whose value appeared less than (0.05), and in light of the results, the statistical decision is to reject the null hypothesis and accept the alternative hypothesis and this indicates To the realization of the second main hypothesis, that is, the strategic momentum has a moral effect on exclusion in the workplace.

Table (4) Analyzing the impact of strategic momentum on alienation in the workplace

dependent variable	level of significance (P)	Values (F) Calculated	(R ²) Interpretation coefficient	Model parameter		independent variable
				β	α	
Ostracism in the workplace	0.000	192.29	0.443	0.808	0.706	Strategic Momentum
n=244		F table (0.01) =6.85 , F table (0.05) =3.92				
regression equation		$y = \alpha + \beta x$ $y = 0.706 + 0.808 x$				

The multiple regression model within Table (5) between the relationships indicates the significance of the relationship depending on the value of (f), and this is supported by the value of morality (P), which is within the acceptance area of the model, and the dimensions showed the moral effect of the dimension of the strategic momentum at the level of the group (0.197). And the dimension

of strategic momentum at the company level is (0.583), except for the first dimension of strategic momentum at the level of the leader whose influence was not significant within the multiple regression model, and that the coefficient of interpretation amounted to ($R^2 = 0.541$), meaning that the model explains (54.1%) of the variations and changes occurring in the variable approved.

Table (5) Analysis of the Multiple Impact of Strategic Momentum in Workplace Elimination

dependent variable	level of significance (P)	Values (F) Calculated	(R ²) Interpretation coefficient	Model parameter		independent variable
				β	α	
Ostracism in the workplace	0.430	94.127	0.541	0.044	0.627	Strategic Momentum at the Leader Level
	0.008			0.197		Strategic momentum at the group level
	0.000			0.583		Strategic momentum at the company level

n = 244	F table (0.01) =3.782 , F table (0.05) =2.604
regression equation	$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$ $y = 0.197 X_2 + 0.583 X_3$

A total visualization of the multi-effect model can be given, as shown in Figure (3).

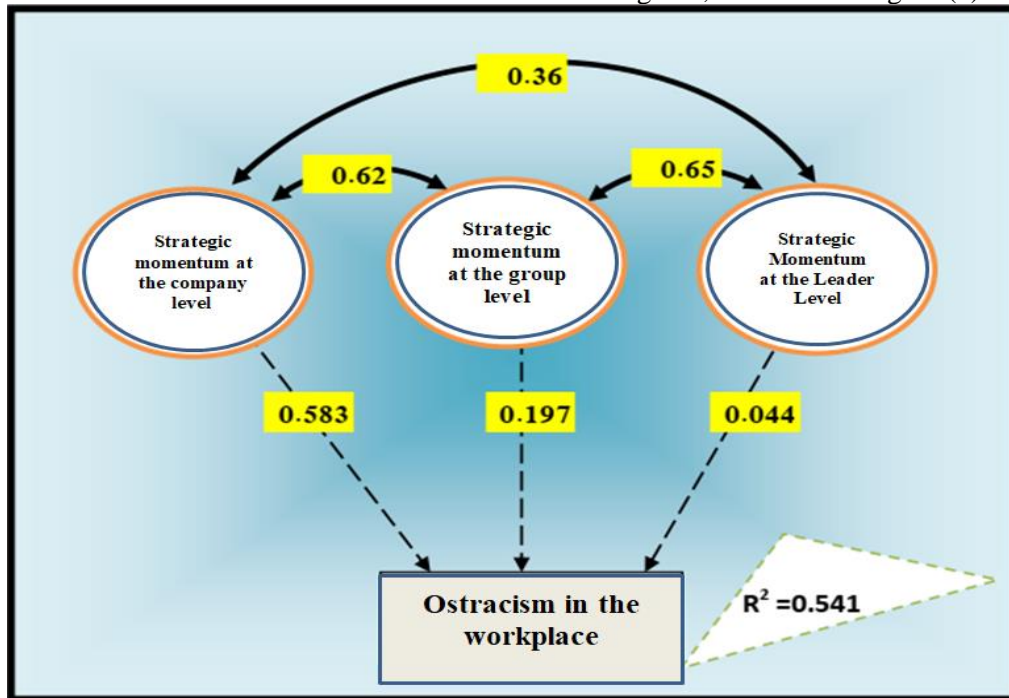


Figure (3) Analysis of the multiple impact of strategic momentum in workplace alienation

In the framework of testing the validity of the second main hypothesis at the structural level, the model was built from two latent variables, each of which consists of a set of dimensions, which in turn consists of a set of paragraphs, and the model indicates that there is a significant effect of (0.695) and this indicates the verification of the second main hypothesis.

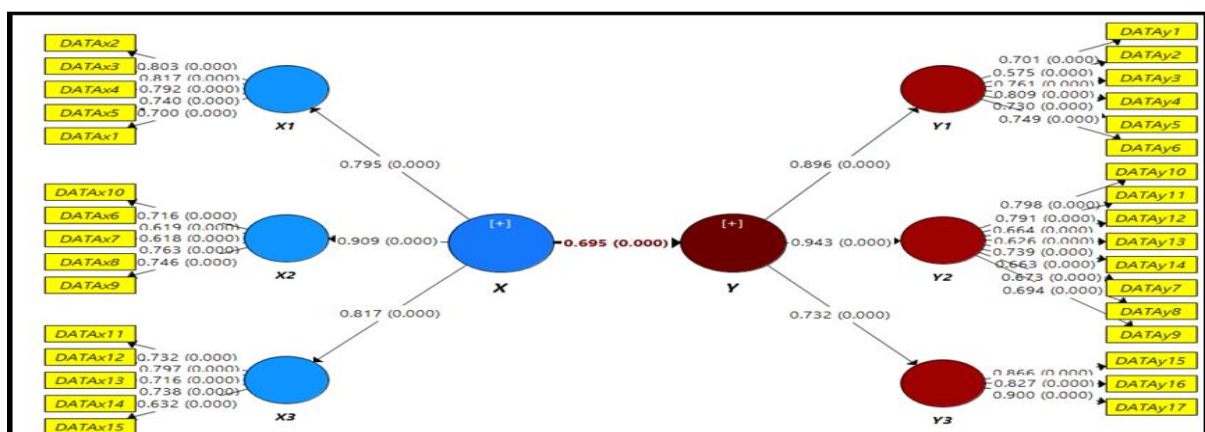


Figure (4) The model, the effect on the structural level for all dimensions and paragraphs

Conclusions:

The results of the descriptive statistical analysis showed that the manager seeks to take strategic decisions in light of the strategic momentum achieved in the company, and invests the strategic momentum achieved in the company, and that supervisors in the workplace answer

questions within a reasonable time, as well as an invitation to participate in work-related activities, either Statistical analysis proved that there is a significant statistically significant correlation between strategic momentum and ostracism in the workplace, especially in terms of strategic momentum at the company level, as well as a significant statistically significant impact relationship between strategic momentum and ostracism in the workplace.

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