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**SYSTEMATIC LITERATURE REVIEW OF WORKPLACE GOS-
SIP AND FOREIGN NATIONALS**

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SUPERVISOR: PROF. N. CARRIM

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Abstract

Purpose: This research sought to explore and systematically review the landscape of literature on the topics of workplace gossip and foreign nationals, in order to create an aerial shot of the areas of investigation favoured by researchers, the methods employed for inquiry, theories applied to the subject matter and finally openings in research for expansion and in-depth examination.

Method: A total of 50 initial articles were drawn from elected databases. The databases included, Emeralds insight, Google scholar, Oxford, Taylor Francis, PubMed, Research gate, Sage, the South African journal of industrial psychology Springer link and Wiley online. Keyword searches were iteratively formulated, tracked and replicated for searches of each database. The yielded articles were originally pitted against predefined inclusion and exclusion criteria; this was done through a preliminary review of the articles' abstracts. The articles were subsequently grouped based on their research aims. The findings were written out in prose and presented a snapshot of workplace gossip and foreign national research in the last decade.

Findings: A number of themes were raised through the review process. Prosocial gossip works as an informal discipline system, though the processes of isolation and ostracism. Gossip is a viable tool for social control. Organisational identity and low power interact and also result in lower tendencies to gossip as a means of indirect aggression while high power and low organisational identity result in contrary effects. Greater employee identification with the organisation results in superior perceived cohesion. Job related gossip has an influence on employee cynicism and has a mediating effect on the relationship between abusive supervisors and cynicism. Psychological contract violation is a predictor of job-related gossip and employee cynicism while the presence of an abusive supervisor predicts both job-related and non-job related gossip. Furthermore, non-whites in white-dominated organisations, racial minorities and women experience gossip perpetrated by dominate groups. Dominant groups use gossip to discredit, undermine, exact group exclusion, communicate slurs, communicate subjective evaluations as truth, promote negative talk and opinions that minorities do not belong at the top of organisations. Minorities respond in two manners, by acquiescing or avoiding confrontation. Regarding immigrant economic assimilation, immigrants earn 34% less than their native counterparts. Immigrants experience greater levels of unemployment than the country natives. Interest-

ingly, immigrants seem to sort into low paying organisations. Moreover, longer re-ported occupation in a host country determines annual increases in pay of around 0.9%. Even more so, immigrants who work at majority native organisations report higher earnings. Residential location plays a role in earnings as the discrimination effect, means employers have biases about who they employ based on their residen-tial address. The relationship between immigrant-native isolation and exposure to immigrant neighbours is negative. Immigrants face barriers to integration through the non-recognition of their qualifications and perception of lower productivity. Employers favour local qualifications and accreditations over those held by immigrants. On the contrary, in some instances local qualifications seem to be considered sporadically and immigrants are put up against lesser qualified natives who are part of the organ-isations racial majorities when seeking career advancement. Immigrants assimilate through focusing on the following behaviours, work-related professional culture, un-derstanding workplace. Non-work related: higher exposure to natives in residential neighbourhoods and intermarrying with locals. Literature displayed that the words immigrant and expatriate are synonyms; however, in the existing international man-agement literature they describe two starkly different groups. Expatriates focused on in management literature are male, of Anglo-Saxon decent, hail from developed countries in North America or Western Europe. On the other hand, immigrants are male and female, hail from developing countries, are racial minorities, earn low wag-es and work in feminized roles that are unskilled and semiskilled. Regarding em-ployee wellness, findings showed that job satisfaction is an indicator of wellbeing. Furthermore, job satisfaction has been connected to organisational commitment in employees and has a negative relationship with employee absenteeism and employ-ee inclination to turnover. In general job satisfaction promotes positive behaviours and limits the negative. Environmental factors, job characteristics and work specific personal factors are just three referenced work-related factors linked to immigrant job satisfaction.

Recommendations for future research: A definite need is an empirical enquiry into whether foreign nationals are targets of gossip. Though in light of the current study, this seems to be eminent that there is a need for evidence driven commentary re-search. Another suggestion is inquiry into how gossip influences the wellbeing of for-

eign nationals. Finally, I recommend exploring the question on what impact; gossip has on foreign national assimilation

1. General introduction

Gossip or evaluative speech is an occurrence that is highly prevalent in all social spheres, and the workplace is no exception. Gossip forms a considerable portion of verbal and non-verbal exchanges in the workplace (Al-Hndawl, 2013; Dunbar, 2004; Breesma & Van Kleef, 2011; Eldwardt, Labiance & Wittek, 2012). These forms of exchanges have the probability to project prejudice on the subjects and influence workplace relations if left unmonitored. Workplace gossip can have sizable effects on an organisation (Gluckman, 1963). Firstly, gossip can curb the productivity of employees, by detracting from the workforce's focus on their assigned tasks (Dazinger, 1988; Michelson & Mouly,2004). Furthermore, gossip can strengthen divides among staff members reinforcing strata in the organisation and in some instances can be seen as workplace incivility or bullying (Kieffer, 2013). The mentioned implications cumulatively result in a downturn in organisational performance. In light of the tallied negative effects, many practitioners vouch that organisations should prevent the phenomenon (Eldwardt, Labiance & Wittek, 2012; Kieffer,2013).

Given the impact the phenomenon has, scholars and firms alike have a well-established stake and interest in studying the topic as has been done at length in the last thirty years (Barlow, 1989; Nurland & Pelled, 2000; Tebutt & Marchingtin, 1997; Wu, Britch & Chiang; 2018). Online directories hold scores of articles containing the key words, workplace gossip. The area of interest as such finds itself on two ends of a spectrum: on the one hand a large body of inquiry and curiosity, while on the other hand a deficiency in the method and class of research conducted (Carrim, 2016, 2019). A key characteristic of the areas of inquiry has been the lack of empirical support for claims (Carrim, 2016, 2019). On the contrary, this does not mean that there are no related articles on the topic; much literature focuses on locating the occurrence in founded theories of power, social identity and group theory (Bown & Abrams, Booysen, 2007; 2003; Lucas, 2011). Amid the cumulative work conducted, some output has pointed to positive outcomes of gossip. For example, Yue's (2007) research on gossip concluded that there is a notable positive relationship between self-reported gossip, workplace friendliness and influence strategies. Moreover, various bodies of office work, view gossip as constructive interpersonal interaction (Eldwardt, Labiance & Wittek, 2012). This is in contrast with the uncommon belief that

organisational leaders should see to the controlling of workplace gossip (Michaelson & Mouly, 2004). Generally speaking, gossip is often categorized in two key ways. Firstly, gossip is often regarded as evaluative talk consisting of value judgements and secondly, gossip is regarded as a means of social learning (Grosser, Kidwell & Labianca, 2010; Hagen & Hess, 2006).

There is a tendency towards looking to control gossip, and is indicative of the overall perception that gossip is disruptive (Dazinger, 1988; Michaelson & Mouly, 2004). The incorrect perception that gossip is only negative has been unfounded through numerous academic undertakings, however this assumption is still prevalent among those less versed in theoretical and academic searches (Carrim, 2019).

Foreign nationals are people who are accepted citizens of the country they live in (Cambridge dictionary, 2018). On the other hand, foreign workers are defined as employees that do not possess full residential rights in their country of employment (Soylu, 2007). Foreign nationals and foreign workers appear in workforces around the world. Foreign employees and foreign workers (often used interchangeably with the term immigrant workers) are employed by organisations as the demand for skill and labour is often unequal to supply (Salis, 2015). Furthermore, a general increase in mobility between countries and the flexibility of borders between nations promotes the trend of foreigner nationals in local workplaces (McDonald, Zinyama, Gay, Vletter & Mattes, 2000; Thomas, 2010; Lønsmann, 2014). Workplace integration and exclusion are areas arising from the study diversity in nationality within organisations. Lønsmann (2014) signposted that linguistic differences between immigrant workers and local employees results in social exclusion. Salis's (2015) study on immigrant healthcare workers showed that at lower organisational levels, structural integration of immigrants was poor. Moreover, immigrants in lower ranks of organisations were also shown to work under worse employment conditions (regarding hours and wages) than their local counterparts Salis's (2015). Thomas (2010) in his study of foreign nationals in Canada, mirrored Salis's (2015) findings; confirming that wage disparity existed between foreign workers and locals. Foreign workers are considered highly susceptible to stress, burnout, strain and tension. Stress arises a result of a deficit of resources demanded from an individual. Moreover, the process is mediated by an individual's personal characteristics, nature of the demands, social support and restriction on coping strategies (Soylu, 2007). Stress can be viewed as moderate, here

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stress is seen as a favourable in activating optimal performance in employees, where stress is extreme it results in distress and in turn reduces performance Soylu, 2007). Past studies have shown that a number of situational factors contribute to stress, furthermore, foreign workers and foreign nationals are exposed to these factors (Soylu, 2007). Five main elements include job insecurity, residential insecurity, perceived discrimination, local social networks and role ambiguity. Foreign workers experience higher levels of stress in general. Soylu (2007) investigated the five aforementioned elements and confirmed that foreign employees experience these issues more. Beyond stress in foreign employees and foreign nationals an additional areas of interest, particular to the South Africa context which is xenophobia for a labour standpoint. Paola (2012) concluded that xenophobia in the workplace is dichotomous and can be expounded firstly, through the overall anti-immigrant attitudes held in society. Secondly, xenophobia can be attributed to economic concerns and instability of the South Africa population, that is economic instability breeds anxiety and insecurity. Paola (2012) furthermore, highlighted that native employees work in a climate of distrust regarding the upward mobility of foreigners. Issues surrounding workplace xenophobia are linked to limited research on the topic and assumptions that working people are not xenophobic (Paola, 2012).

2. Background

For the last two decades a common motivation for investigating gossip is the manner in which the phenomenon contributed to group unity and cohesion (Kieffer, 2013). On review of the available studies it is safe to say that the phenomenon has wide scope of possible linkages. For the research undertaking, it is important to note the relationship between gossip and group dynamics within the work context.

2.1 Workplace gossip

The sustained interest in the occurrence of gossip has given rise to various proposed definitions. Kurland and Pelled (2002) offered that workplace gossip in particular is the causal evaluative conversational exchanges in the workplace, concerning another member of staff. The original definition makes use of the word "evaluative" to describe workplace gossip which hints at the dichotomy of the portent as it can be both positive and negative (Baumeister, Zhang & Vohs, 2004; Elias & Scotson, 1965; Fine & Ronsnow, 1978; Grosser et al., 2012). Kieffer (2013) concurred that gossip is negative in her article which is focused on rumours and gossip as a means of enacting

covert aggression or bullying. Kieffer (2013) maintained that the circulation of gossip is more harmful than covert physical aggression. Once a rumour starts it spreads and grows and becomes more pronounced, then the rumour can be traumatizing (Davenport, Schwartz & Elliot, 2005). Ellwardt, Labianca and Wittek (2011) echoed the sentiment stating that gossip can cause effects like harassment and victimisation. A seminal study produced by Difonzo and Bordia (2007) also frames rumour and gossip as negative. Difonzo and Bordia (2007) identify rumour as unfounded and attention-grabbing information that is significant and transmitted in a context of uncertainty. Further, rumour is regarded by Difonzo and Bordia as an implement for finding meaning and assessing risk. Similarly, gossip is described as unfounded, judgemental conversations about an absent member of a social framework. Gossip is also seen as hollow chatter about co-workers that are not present (Foster, 2004). While a number of the definitions provided by scholars' overlap and draw on related outlooks, the difference can lie in opinions on the purpose of gossip (Eldwardt, Labiance & Wittek, 2012). Michaelson, Iterson and Waddington (2010) introduced a model of gossip, where it is composed of a three-sided relationship. Herein the participants are the disseminator, recipient and respondent. The triplet of participants must be in a favourable setting for gossip to occur, that is; they must function in a social context, have a common surrounding and have perceived confidentiality (Gosser, Lopez-Kidwell & Labianca, 2010). Close-knit relations are required for gossip to be passed on and close relationships involve a degree of familiarity with recipients and respondents making a safe space for valuable discussions (Eldwardt, Labiance & Wittek, 2012). Furthermore, the promise that gossip engaged in will not become public makes it more likely to occur (Aquino & Thua, 2009). Something that ought to be taken into account is how gossip is interpreted which is dependent on the level of analysis and the opinions of the gossip assessor. As such the positivity or negativity of gossip is to assess and concluded on, through a subjective process.

Counter-wise as alluded to before, gossip in many academic instances, is also regarded as positive. Regarding positive gossip, the mentioned triad of disseminator, recipient and respondent is also applicable. However, as positive gossip is less sensitive to a lesser degree of confidence, rapport between the participants are required as prerequisites (Gosser, Lopez-Kidwell & Labianca, 2010). Moreover, the require-

ment of privacy needed in the case of negative gossip also falls away. Positive gossip is also transmitted between loosely acquainted individuals.

Gossip has been studied from various perspectives. For example, gossip is seen as a function. That is, it is regarded as criticism based on normative rules that positively affect group stability and cohesion (Hallet, Harger & Eder, 2009). Additionally, gossip in organisations is a tool to transfer a group's social ideals and simultaneously foster direction in the face of situational complexity (Hallet, Harger & Eder, 2009). The functional view of gossip has been debated by scholars with a predominantly negative outlook on the phenomenon. In these perspectives, researchers regard gossipers as members of an inner network of staff members. Herein, gossip is seen to put straying group members in their place (Iyer & Ryan, 2009). Conversely where a functional view of gossip prevails, gossip is simply seen as an implement for information management and knowledge creation. Amongst its repertoire of functions, gossip is also considered to guide impressions and plays a key role in the creation of a group's identity by building a groups self-image (Iyer & Ryan, 2009).

Beyond the existence of positive and negative gossip, there are functional impacts that are worth exploring. Empirical studies conducted over the last five decades alluded to the constructive effects that gossip has on group outcomes (Elias & Scott, 1965; Gluckman, 1963). The undertakings in question, pointed out that, members of a group are in some ways governed by gossip. That is, gossip is a means to manage undesirable behaviour. Furthermore, members of a social group have the proclivity to temper their behaviour to protect their statuses while avoiding the possible damage brought to them by gossip and the resultant shunning (Ellwardt, Labiana, Wittek & 2012). Wittek and Wiellers (1998) in their study concluded that in addition to a gossip triad requiring a well-acquainted pair, it also requires a perceived outgroup. Prior to Wittek and Wiellers' (1998) study, it had been well established that gossip is a group process (Bergman, 1993; Kurland & Pelled, 2002). This outlook goes against the idea of gossip as a dyadic process (DiFonzo & Bordia, 2007; Gluckman, 1963).

Earlier endeavours to study the phenomenon of gossip focused mainly on explaining the dyadic relationship between the gossip transmitter and gossip correspondent (Ellwardt, Labiana, Wittek & 2012). A key finding most prevalent, is that gossip has

been studied through the lens of a network structure. A key finding in the movement of research is the thickness or mass of a social web (a network if you will) has a positive correlation to social interdependence and the commonness of gossip (Ellwardt, Labiana, Wittek & 2012). So much effort in the past focused on the connection senders and receivers as well as the effect of positive and negative gossip, but little effort has been put into understanding the objects of gossip.

A study conducted by Hornsey, Grice, Jetten, Paulsen, and Callen (2012), pursued to uncover why newcomers garner more hostility. The research group maintained that, group members with great seniority and who have consistently complied with accepted behaviours are granted a great allowance for more deviance from the group standard. An inquiry completed by Hollander (1960) concluded that members of a group who have a history of compliance were likely to be excused and listened to. The research hinted that newcomers in a group had fewer occasions to act as an agent. Related research following the mentioned finding could not replicate the initial results (Hornsey, Grice, Jetten, Paulsen, & Callen, 2012). Studies on group directed criticism are related to the topic of gossip. Evaluative talk can occur in the form of criticism or negative gossip about the group or about the members of the group.

Hornsey's (2005) findings on group-directed criticism could broadly be applied to gossip. Hornsey maintained that the recognition of group-directed criticism is linked to how strongly the critic identifies with the group. When a critic's identification with the group is poor and is perceived to have malicious intent, the criticism is likely to be rejected. When constructing attributions, perceptions of underlying intent, the critic's membership to the group is considered. A related point worthy of notice is that literature on group theory shows that people react more adversely where negative commentary comes from a member of an out group (Hornsey, Grice, Jetten, Paulsen, & Callen 2012). The theory outlined points that, newcomers and people considered to be part of the out group are less likely to share negative opinions, given that the larger group is likely to be unreceptive. Overall outgroup members are less likely to be a sender or receiver in the gossip triad but rather a target of gossip.

2.2 Foreign nationals

The movement of people between southern regions of Africa has, as a "growing pain" been linked to a rise in hatred for refugees, immigrants, migrants and foreign nationals (Crush & Ramachandran, 2010). Refugees refer to persons who have fled their country of origin due to politics, religion, economic reasons or war (Batisai, 2016; Cambridge dictionary, 2018). Immigrants are individuals who have left their country of birth to live permanently in another country, alternatively, migrants are those people who transit between countries seeking employment (Cambridge dictionary, 2018). Foreign nationals can be defined as individuals who are naturalized citizens of the country they live in (Cambridge dictionary, 2018). Due to the irregular status of many immigrants, it is thus difficult to tally, an accurate number. The United Nations (UN) reported that an estimated 1.9 million, a number that has been on the incline since 2010, reflects the number of immigrants living in South Africa (SA). This amounts to approximately 3.7% of South Africa's population. The reported 1.9 million immigrants can be further broken into strata based on their country of origin. In 2010 it was identified that the majority of foreigners or immigrants to South Africa were from surrounding African countries (Crush & Ramachandran, 2010; Mabera 2017). A whopping 71% of southern immigrants' hail from Africa, 3.0% from Asia, 0.5% from the Middle East and finally 1.0% form Latin America. Statistics related to the origins of northern migrants includes 23% from Europe, 1.0% from North America and lastly 0.5% from Australia. Post the abolishment of the apartheid regime, movements of immigrants changed. During the years following 1994, there was a marked increase in regular and irregular across-boarder movements. Furthermore, the foreigners who desired to work in the mining sector had no legitimate access to the country which spiked levels of illegal migration in the country. In addition, SA became a destination of choice for economic migrants from east, west and central Africa (Morris & Boullion, 2001). Lastly, SA provided asylum from African states facing civil war. These countries included the Democratic Republic of Congo, Sudan, Angola and Somalia. Since the 1990's the influx of foreigners into SA has been met with a xenophobic response. Foreign immigrants posed competition for scarce resources sought by South Africans. As such immigrants were and are still subjected to insulting language and type-casting (Crush & Ramachandran, 2010). Crush and Ramachandran (2010) highlighted that the dialogue about immigrants is often highly hyperbolic, negative, unfounded and exaggerated. Crush and Ramachandran (2010)

indicated that it is safe to assume that xenophobia in SA is related to nation-building fetes and the assembling of a novel national identity as well as expressions of exclusion and inclusions.

In SA, the media has played a large role in channelling the discussion around foreign nationals. Bias reporting, sensationalism and embellishment of facts help to further cement negative perceptions and stereotypes of migrants (Crush & Rama-chandran, 2010). Migrants are often presented as invaders, illegals and a source of economic competition. A nationwide attitudinal survey published in 2008, concluded that South African's maintain that migrants enter SA with the intent to perform crime. SA citizens according to the 2008 survey were also in support of the fortification of borders and felt that migrants should be denied the rights that citizens have. Cumulatively the collective opinion of South African's, irrespective of race, gender, economic status and education, regarding migrants is largely negative. A few citizens are disposed to violent behaviour. Xenophobia outbreaks in SA in 2008 claimed the lives of 70 people (Crush & Ramachandran, 2010).

Batisai (2016) endeavoured to study national belonging in SA in the face of xenophobia. Batisai (2016) remarked on the use of language as an exclusionary or inclusionary tool. In her research, she commented that the ability to speak isiZulu in Johannesburg is pivotal in proving one's identity as a South African, (where African identity is pre-assigned by skin colour). Ndhlovu (2016) attributed the linguistic attitudes to actions of the government to promote linguistic unity as a means of constructing a national identity. Echoing the former Batisai (2016) maintained that the persecution and exclusion of individuals who do not speak dominant ethnic languages are symptomatic of linguistic imperialism which is proliferated by both the State and speakers of these ethnic languages. The seemingly arbitrary linguistic criteria prove true when it consists that xenophobic violence between 2008 and 2015 targeted South African minorities beyond the primary target of foreign nationals (Batisai 2016).

2.3 Purpose of the research

Using the former sections as a backdrop for the research and the fact that a preliminary search on Google scholar yields thousands of result on the topics in only seconds; it is evident that the topic of gossip has been well surveyed by numerous researchers. There is no doubt that the topic of gossip in its many facets is well de-

serving of further inquiry. The topic of gossip intersects various areas of interest such as, group dynamics, social identity, organisational performance, organisational commitment and diversity and has the power to influence these areas (Danzinger, 1988; Michelson & Mouly,2004). By the token the topic of foreign national deserves investigations. Furthermore, the volumes of existing primary literature serve as an excellent starting point for a systematic literature review (SLR). An SLR as defined by Schabram and Okoli (2010) as a standardized replicable method, of identifying, appraising and consolidating existing work on a particular areas of study. The work from a SLR can in future inform further efforts to explore gossip and foreign nationals academically.

Notwithstanding, though the exploration of the topic is extensive; academia would benefit from a study that is written from a South African perspective. Moreover, much research has focused on negative and positive gossip, defining gossip and mapping its impact on organisations it is propagated in. However, limited research has been done on the targets of gossip, identifying them and rationalising why they are susceptible to evaluative commentary. As such the current study will be an SLR directed at collating various articles to understand the phenomenon of gossip and how diversity in nationality influences the verbal exchanges in the workplace.

The twenty-first century buzz-word globalization refers to the co-existing and melange of various nationalities. The mixing of cultural groups is a by-product of the technological advances that have made communication and movement across countries and continents possible, in this millennium (Cleveland, 2018). Moreover, as the borders between countries and nations loosen, human capital flows fluidly from one organisation to another. Chui and Kwan (2016) highlighted that a pair of dissimilar responses to cultural diversity exist. Firstly, individuals may respond positively with a tendency towards inclusion, in these instances the alien is welcomed and thought to be a bearer of information and innovation (Chui & Kwan, 2016). Secondly, individuals may respond in an exclusionary manner, where the foreigner is perceived as a danger and is outcast (Chui & Kwan, 2016).

Cleveland (2018) conferred that, people who react to foreigners with rejection are people who possess an ethnocentric outlook. Ethnocentricity is the belief that one cultural group or ethnic group is of more importance, while alternate cultural groups

are less valuable. Counter-wise, Cleveland (2018) presented the contrasting concepts of *xenocentrism*, and cosmopolitanism which relates to reverence of a cultural outgroup over a personal cultural in-group and the aptitude to adapt and be accepting of cultural diversity. Considering all this, the ambition of the research would be to explore the extent to which, the appraisals generated through social identity, link to ethnocentrism, *xenocentrism* and cosmopolitism and impact group dynamics (Phinney et al, 2007). A further linkage is to recognize gossip as a tool for group appraisal and observe how foreign nationals are evaluated in the workplace. A perusal of the existing literature through an SLR endeavour would be beneficial in the quest to understand how foreign nationals fit into the gossip dyad.

2.4 Research objectives
The current study looks to determine the following:

1. To conclude on the extent to which research on minority employees such as foreign nationals being targets of office gossip is conducted.
2. To determine the theoretical perspectives used to study office gossip related to minority employees.

3. Introduction to research methodology
The section below provides an overview of the methods, techniques and protocol that was followed in this undertaking. The current research has been completed in the format of a systematic literature review (SLR).

3.1 Overview of systematic literature review
Systematic literature reviews have risen in popularity. The 90's saw a steady escalation in academic ventures that chose to employ the format. Despite the perceived novelty of SLR as an approach to research there has been significant support for the desirability of the technique which can be attributed to its methodological traits. SLR methodology involves the methodical exploration of select databases, making use of keyword entries and subject heading to ultimately merge quantitative and qualitative outcomes across studies (Michie & Williams, 2019). Furthermore, according to Kitchenham (2007) SLR is a manner, pinpointing of the techniques in the past more prominently used by the disciplines, medicine and engineering, over the last twenty years the movement migrated from medicine and has been established as an indispensable scientific passage. Enumerate authors have employed the style and a siz-

able amount of research aims to compile principles on how to successfully research outcomes using the method (Cochrane 1988; Denyer, 2003, 2009; Jesson, Matheson & Lacey, 2011). Given that the current research conducted under the discipline of industrial and organisational psychology several adaptations need to be made available recommendations for SLR completion. Overall existing reference material on the SLR methodology, maintains the techniques consists of three distinct stages. The three phases encompass the seven steps given in Figure 1 the three phases are:

- Planning the SLR
- Executing the SLR
- Synthesis of SLR findings.

These three stages can be further divided into seven steps that form the SLR procedure. Figure 1 below displays the study has been conducted loosely following the seven steps display and adhering to the three aforementioned phases. The section that follows the diagram details the considerations and actions taken in each step of the SLR process.

Figure 1. Diagram showing SLR procedure adapted form (Changing practice, 2001)
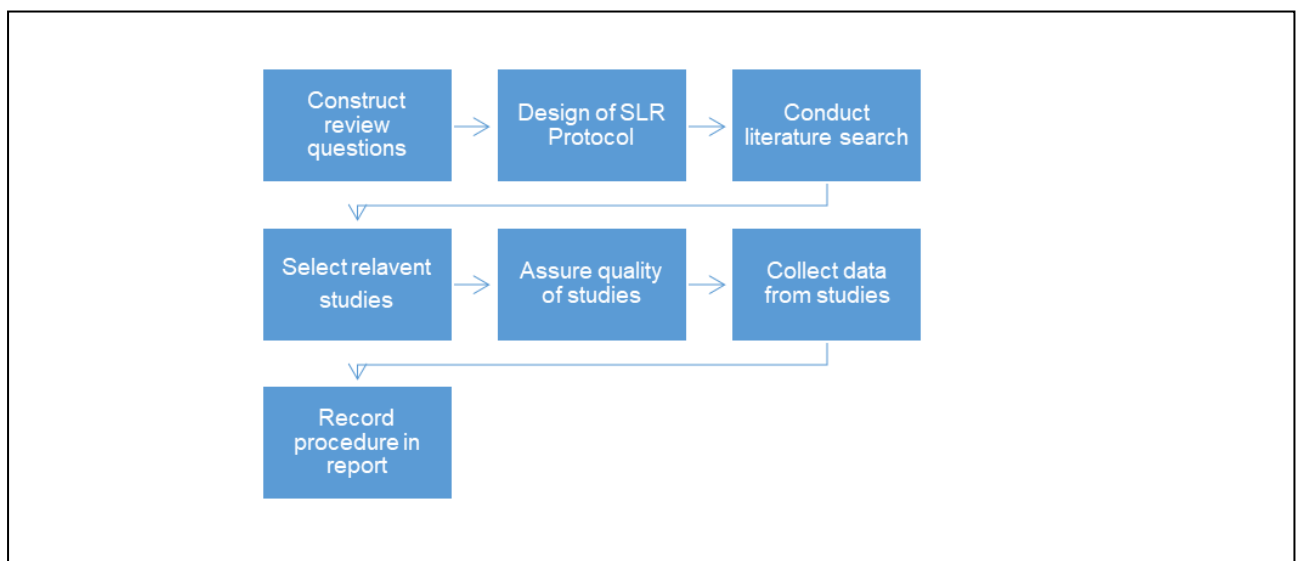
Source: Author's own diagram

3.2 Development of review questions

The developed review question serves as the backbone of the endeavour and gives the research direction. Following the construction, the review questions, a protocol for the SLR was constructed, this coincides with the first step in the SLR procedure displayed in Figure 1. The protocol is the *modus operandi* of the SLR, it prompts the researcher actions and ensures the formation of a replicable search strategy (Briner & Denyer, 2012). The protocol serves as a guide much like a research proposal. The stages in the SLR process are clearly defined as are the research questions and an outline of how the selected articles will be appraised is also included.

3.3 Literature search procedure

A key characteristic of a SLR that is arguably a defining feature of the research method, is the systematic search of articles protocol that is followed. Additionally, SLR in contrast to generic literature review procedure or protocol, planning and executing a SLR demands the same amount of thoroughness needed in primary research. Outlining the search procedure corresponds with step presented in Figure 1 which calls for the design of an SLR protocol. On conclusion of the review the SLR procedure employed is transcribed and included in the report much like in traditional research. Similarly, in traditional research the investigator records the research method, such, that it is available to readers to gauge the grade or level of the research (Kitchenham, 2004). Moreover, keeping account of the procedure followed, means the employed method can be challenged, critiqued and reworked for future research (Briner & Denyer, 2012).

A crucial feature of an SLR, is the singularity to find and seek out and catalogue literary sources of a topic of concern. In order to successfully carry out an SLR, a dedicated search method is conceptualised and recorded as part of the review. Carrying out an SLR requires rigor not necessitated in other literature studies (Okuli, 2010). The search strategy increases in intricacy incrementally as the search for articles continues. An initial or basic starting point is the wide search of literature; this more often than not involves the primary search of major literary data bases. For the current study, Emerald Insight, PubMed and PsycNet are the main databases employed for the preliminary search. The preliminary search aids to establish a point of reference and in some ways a 'bird's eye view' of the highlighted topic and surrounding contributing academic areas of interest. Furthermore, a secondary step is to conduct

targeted search using select sources from the reference of previously retrieved articles. Additionally, work not recorded in journals or grey literature may also be employed to avoid academic bias (Changing Practice, 2001; Geyskens, Krishnan & Steenkamp, 2009). However, unpublished sources, selected for use in the study must be of academic standing and may include dissertations and conference proceedings. Nevertheless, another recommendation highlighted in the Prisma guideline for SLR is the use of non-English sources. Once the review question becomes more concrete, the array of studies and review should become more apparent. When the search strategy is put into practice, a 'pilot' or scoping study can help evaluate the effectiveness of the strategy and search queries (Briner & Denyer, 2012). Table 1 below indicates the search strategy relevant to the current undertaking.

Table 1. Stages in the search strategy

Search strategy			
Stage 1	**Preliminary search of literature**	Searches will conducted on the following data bases: Emerald insight, PubMed, PsycINFO, SJIOP, Google Scholar, ABI inform global, SAGE Journals, SpringerLink, Taylor Francis, Wiley Online Library, and Oxford Journals	The following search queries will be used: Gossip AND Workplace; Out-group AND Workplace Social Identity AND Race and Gender. Migrants AND Workplace Gossip Migrants AND Out-group. Foreign Nationals AND Workplace,
Stage 2	**Conducting research**	Conduct search using identified data bases employing exclusion criteria.	Inclusion criteria: Article published between years 2009-2019. Article published in English Article's outcome

			matches objective of the study
			Exclusion criteria: Article published later than 2009. Non-English and non-French articles. Article with little relevance to research objectives.
Stage 3	**Reference list search**	Searching the bibliography of initially selected studies.	Reference list searches are limited to the database made accessible by the University of Pretoria.

3.4 Inclusion, exclusion criteria and critical appraisal

The elementary inclusion criteria mentioned in Table 1 acts as an initial point of reference for the acquisition of sources. This section of work is linked to step four and five as shown in Figure 1 which is the selection of relevant studies. As the SLR endeavour proceeds, more specific and direct criteria ought to be used. Ideally the final criteria should be taken into account for the studies, population, intervention and findings (Changing Practice, 2001). Table 2 outlines more precisely the operational inclusion criteria. In order to optimise the SLR process and resultant output, focus should be placed on the linkage in located studies, outcomes and the objective of the SLR. The strength of the research method utilised in the sample of selected studies also needs to be verified. The appraisal of the methodology section of the select study guards against partiality that articles carry through the selection of sample participants, interaction with the study subjects and measurement outcomes.

Table 2. SLR inclusion criteria

Population	*What is the great population sampled from?*

	Organisations or workplaces in America, Europe, Africa and Asia
Variable of inter-est	***What are the variables and constructs investigated?*** Gossip, race, gender, out-groups, in-groups, foreign nationals and expatriates.
Research design	***What are the methods employed to investigate the topic***? Qualitative, Quantitative, surveys, observation, interviews, depth oriented, randomised and non-randomised, mix method and action research.
Outcomes	***What is the outcome of the undertaking?*** Describing gossip, group interaction and foreign nationals in the workplace.

The qualitative orientation of the current study garners a directed interest in the research of the observations obtained and support or rejection of existing theory, with a lesser focus on randomisation methodology used in the research. Further, exclusion criteria are also necessary to refine the SLR and to combat deliberate and coincidental researcher bias. Table 3. outlines the proposed exclusion criteria.

Table 3. SLR exclusion criteria

- Non-academic sources, newspapers, magazines, online periodicals, source not subject to peer review with the exception of doctoral and masters theses
- Variables of interest that do not link directly to the research topic
- Research designs to unrecognised in mainstream academia
- Article with outcome linked solely to other disciplines far removed from management science, sociology and psychology
- Sources not in English

3.5 Data extraction
The purpose of the data extraction stage in the SLR process is to record information from the articles selected, methodology, findings and evidence generated by them

into data extraction sheets. This stage in the SLR is connected to step six as show in Figure 1. The extraction process aims to avoid repetition but foster convergence of themes. There are two parts to the extraction process: the primary extraction and the ancillary extraction. The primary extraction aims to sift through the numerous search returns from an initial search of any database. The ancillary focuses on each of the different headings in an article which are appraised. Thereafter, only the relevant sections of the article that provides proof and in some way answers the research question.

3.6 Data synthesis

The final step in the SLR process. The purpose of this stage in the process is to consolidate the learning for the selected article and represents the last step in the slr procedure as indicated in Figure1. The extracted data aids to answer the research questions (Sheuly, 2013). The answer to the research question can be answered using articles, findings, theory found in literature, diagrams and research conclusions. In the current undertaking the results will be presented in prose and funnel plots

3.7 Rationale for adopting SLR

The credibility of the SLR process lies mainly in the strengths of the technique. An instrumental quality of SLR is the ability of the technique to systematically gauge what methodological avenues have been utilised with regard to particular research questions. Moreover, SLRs if performed successfully have the potential to impact future research and practical implementation in real time situations (Briner & Denyer, 2012). It is arguable that simply presenting information and reporting of the empirical studies is insufficient to significantly influence practice. In the same vein the key utility of SLR is to provide researchers with a clear idea of what is the current status of an area of interest. SLRs venture to index all relevant knowledge in a simple, reachable and useable way (Briner & Denyer, 2012). Counter wise, there exists a shortcoming to the method as well as the strength of SLR exists in a climate of partial truths and unfounded beliefs. For example, a misconception is that SLRs are just longer drawn out versions of standard literature reviews, this is false as the key differentiator of the two is that SLRs are replicable (Kitchenham, 2007). Furthermore, another incorrect notion that SLRs can only be conducted through the employment of a positive scientific approach is simply not true. The ambition of the current study and a benefit of the select methodology is the ability to highlight gaps in the existing

literature. Furthermore, SLR can be used to succinctly log the limitations of past research and offer an across-the-board view of empirical evidence. Likewise, SLR makes available scaffolding for locating novel research projects (Kitchenham, 2007).

4. Findings

Through conducting the SLR procedure a vista of current and relevant studies was harvested from online databases. Overall the search efforts yielded 50 articles dealing with workplace gossip and foreign nationals in the workplace. Of the 50 obtained articles, about 42 articles were retained for use in the write up of this research endeavour. The articles retained embrace both qualitative and quantitative studies. The included studies were decided on, by using the previously outlined inclusion criteria. Other focus was on the quality of the research, general relevance to the topic at hand and prospective utility in answering the research questions. Table 4 below displays a condensed list of the retained articles.

Table 4. Articles included in the SLR

No.	Author	Year	Journal	Database	Title	Theoretical frame	Key findings
1.	Abbajay	2014	Career Stone	Google scholar	The danger of workplace gossip	None	The article outlines what the employer's role in the gossip triad.
2.	Ariss and Crowley-Henry	2013	Career Development International	Emerald Insight	Self-initiated expatriation and immigration in the management literature	None	International management literature is imbalanced in its focus on expatriates and migrants.
3.	Bardy, Brown and Liang	2017	American Psychology Association	Research Gate	Moving beyond assumptions of deviance the reconceptualization and measurement of workplace gossip	Social comparison, Attribution theory	Workplace gossip can result in a number of different motivations. Gossip is distinct from various deviance measures.
4.	Berry and Bell	2012	Gender Work and Organisations.	Research Gate	"Expatriates": gender race and class distinctions in international management	None	Gendering and classing contributes to the view of some workers as inferior (migrants) to others (expatriates.
5.	Bertolotti and Magnani	2014	Syntheses	Springerlink	An epistemological analysis of gossip and gossip based knowledge	None	The article looked to develop a new epistemic model of gossip.
6.	Britch, Chiang	2018	Journal of Manage-	Sage Journals	Perceptions of negative	Self-con-	Negative workplace behaviour, gossip is negatively

	and Zhang		ment		workplace gossip on self-consistence theory	sistency theory	related to organisational citizenship behaviour. Organisation based self-esteem mediates the relationship between negative workplace gossip and organisational citizenship behaviour.
7.	Carrim	2016	Journal Of Psychology In Africa	SAJIP	Shh…quiet! Here they come. 'Black employees as targets of office gossip	None	Non-white employees are susceptible of evaluative talk in historically white institutions.
8.	Carrim	2018	SA Journal Of Industrial Psychology	SAJIP	Minorities experience of office gossip.	None	There is limited literature on women and minorities in gossip.
9.	Damas de Matos	2012	London School Of Economics.	Emerald Insight	The careers of immigrants.	None	Perceived productivity of migrants contributes to the wage gap between them and natives.
10.	De-coster,; Camps, Stouten, Jeroen; Vandevyvere, and Tripp	2013	Journal Of Business Ethics	Springerlink	Standing by your organisation: the impact of organisational identification and abusive supervision on follower's cohesion and tendency to gossip.	Organisational identification and social identity	The presence of an abusive supervisors has a significant negative relationship with perceived cohesion.
11.	Eckaus, and Ben-Hador.	2019	Journal of Gender Studies	Taylor Francis	Gossip and gender differences: a content analysis approach.	None	There is no difference in quantity of gossip across gender.
12.	Emerald publication	2018	Emerald Group Publishing	Emerald Insight	Building a personal reputation.	None	Gossip serves a bigger role in assessing and development of reputation than standard communication.
13.	Farley and Hart	2010	The Journal of Social Psychology	Research Gate	On coffee talk and break-room chatter: perceptions of women who gossip in the workplace.	Social gossip	For women, gossip can become an agency of control, allowing them to reaffirm their own power within the organisation.
14.	Font, Moncada and Benavides	2012	International Archive Of Occupational Environmental Health	Springerlink	The relationship between immigration and mental health: what is the role of workplace psychosocial factors.	None	Immigrants exposed to psychosocial factors experienced worse mental health than country natives especially regarding, esteem, quantitative demand and support from co-workers..
15.	Gholipour, Koze-kanan and Zehtabi	2011	Emerald Group Publishing	Emerald Insight	Utilizing gossip as a strategy to construct reality	None	Gossip results due to vagueness. Gossip is used to better the organisational climate. The major inputs of gossip include importance, vagueness, stress, credibility and unanimity. The major outcomes of gossip include mistrusts, control and power.
16.	Imoagene	2018	International-	Springerlink	Stepping up	Seg-	Not all second generation

|						
			al Migration And Integration		your game: workplace experiences of second-generation Nigerians in the USA.	mented assimilation theory	immigrants are in the lower sections of classes. The group of upwardly mobile employees do no react to prejudice in a self-destructive manner as previously theorized.
17.	Jeuken, Beersma, Velden and Dijkstra	2015	Wiley Periodicals	Wiley Online	Aggression as a motive for gossip during conflict: the role of power, social value, orientation and counterpart's behaviour.	None	Employees motivation to aggress indirectly through gossip was greater when their counterpart was competitive. Furthermore, the motivation to gossip is greater among high power individuals. Individuals with a pro-self-orientation have a higher motivation to indirectly aggress through gossip.
18.	Kiss, Meester Kristensen and Braeckman	2014	International Archive of Environmental Health	Springerlink	Relationships of organisational social capital with the presence of gossip and slander; quarrels and conflicts, sick leave and poor work ability in nursing homes.	None	There is no significant relationship organisational social capital (OSC) and being involved in "quarrels and conflicts" and exposure to gossip and slander.
19.	Kong	2019	Frontier Media, SA	Pub Meb	Corrigendum: Effect of perceived negative workplace gossip on employees' behaviours	Self-verification theory	Perceived negative gossip has a significant negative relationship with employees in role behaviour (IRB). Perceived negative gossip has a negative relationship with organisational based self-esteem (OBSE). Moreover attribution bias moderates the relationship between perceive negative gossip and OBSE.
20.	Kou, Quinton, Lu and Chiu-YiLee	2016	The International Journal of Human Resource Management	Taylor Francis	Gossip in the workplace and the implications for HR management: a study of gossip and its relationship to employee cynicism.		Job related gossip (JRG) has a significant relationship with cynicism. However NJG has no significant relationship with cynicism.
21.	Kuo, Chang, Quinton, Lu and Lee	2014	The International Journal of Human Resource Management.	Taylor Francis	Gossip in the workplace and the implications of HR management: a study of gossip and its relationship to employee cynicism	Social information theory	Psychological contract violation (PVC) correlates with the presence of an abusive supervisor. Non job related (NJG) gossip has no significant impact on employee cynicism (ENC). Job related gossip (JRG) has a significant relationship with cynicism
22.	Kuo, Wu and Lin	2018	The Journal of Manage-	Emerald Insight	Supervisor workplace	Regulatory	Positive supervisor gossip has a significant positive

			rial psy-chology		gossip and its impact on employees	focus theory	relationship with leader member exchange (LMX). LMX decreases employee's perception of supervisor ostracism.
23.	Lai,Shankar, and Khale-maa	2017	Immigration And Inte-gration	Springerlink	Unspoken skills and tactics: es-sentials for immigrant	None	Main barriers to integration faced by immigrants in-clude, communication, ad-aptation to workplace cul-ture, interaction with man-ager and co-workers. Recognition of skill and qualifications, professional opportunities. Essential skills required for integration include: general profes-sional and cultural values, key workplace values and etiquette, professional skills and capacities, communica-tion and relationship build-ing. The suggested strate-gies for mentorship of for-eign employees include, continued education, diver-sity and cultural training, workplace skills and knowledge training, field training and experience as well as ongoing mentor-ship.
24.	Liu, Kwan and Zhang X	2018	Springer Science	Springerlink	Introverts maintain creativity: A resource depletion model of workplace gossip.	Con-serva-tion of re-source s theo-ry	Negative workplace gossip has a positive relationship with employee emotional exhaustion. The relationship between employee emo-tional exhaustion and nega-tive workplace gossip is mediated by employee extroversion. Extroversion also mediates the relation-ship between negative gos-sip and creativity.
25.	Mar-tinescu, Janssen, and Nijst-ad	2019	Oxford Hand Book of Gossip And Repu-tation	Oxford	Self-evaluation and other directed emotional behavioural responses to gossip about the self.	Achiev ement goal theory / Self-evalu-ation theory	Self-improvement value of gossip mediates the rela-tionship between, compe-tence related-gossip and alertness. Negative compe-tence related gossip has higher-self-promotion value than positive gossip. Self-promotion value mediates, the relationship between competence related gossip valance and pride.
26.	Moham-mad and Vasquez	2015	Wiley Peri-odicals	Wiley Online	'Rachel's not here': con-structed dialogue in a gossip.	None	Constructed dialogue is a form of interactional bait, which masks the gossiper's opinion of the gossip target. Each new incident of gossip allows participants to rene-gotiate their emerging shared values and align-ments. Gossip allows par-ticipants to work out mutual norms.
27.	Net,Wilks and Fon-seca	2019	Springer Science	Springerlink	Job related wellbeing of immigrants.	None	Longer residential periods in Switzerland are correlat-ed to higher workplace satisfaction. Job satisfaction is dependent on socio-cultural adaptation and satisfaction with immigrant life.
28.	Pasca	2012	Springer	Springerlink	Occupation-	None	There is no difference in

	and Wagner		Science		al stress, mental health and satisfaction in the Canadian multicultural workplace.		terms of experienced job stress between non Canadian born and Canadian born professionals. There is no difference in terms of satisfaction regarding, work and marital relationships between Canadian born employees and immigrants.
29.	Pheko	2018	Journal of Human Behaviour in the Social Environment	Taylor Francis	Rumours and gossip as tools of social undermining and social dominance in workplace bullying and mobbing practices: A closer look at perceived perpetrator motive.	Social dominance theory	Rumours and gossip may be used to oppress targets and maintain social dominance. Gossip may be use as a tool for social undermining. Further gossip may be used to humiliate subordinates and finally to widen the power gap.
30.	Raj	2019	Critique of Anthropology	Sage Publications	Rumour and gossip in a time of crisis: Resistance and accommodation in a south Indian frontier	None	Gossip is an effective tool for controlling and disciplining workers
31.	Rattan and Dweck	2018	Journal of Applied Psychology	Emerald Insight	What happens after prejudice is confronted in the workplace? How mind-sets affect minorities and women's outlook on future relations.	None	Targets of workplace prejudice who possess a growth mind-set are likely to report higher levels of job satisfaction.
32.	Robinson	2016	The Monist	Oxford	Character, caricature and gossip.	Virtue theory	Gossip is a tool for promoting acceptable social behaviour.
33.	Shaw, Tsvetkova and Daneshvar	2011	Wiley Periodicals	Wiley Online	The effect of gossip on social networks.	Dunbar's theory	If gossip does not spread beyond simple triads it destroys networks but if gossip spread across a great network it strengthens them.
34.	Strömgren, Tammaru and Danzer	2014	Demography	Emerald Insight	Factors shaping workplace segregation between natives and immigrants.	None	Higher exposure to native neighbourhood is positively related to immigrant exposure to native in the workplace. Similarly having an native partner also positively influences exposure to natives in the workplace.
35.	Vaidyanatha, Khalsa and Ecklund	2016	Social Problems	Oxford	Gossip as social control?: Informal sanctions on ethical violations in scientific workplaces.	None	Gossip is a successful means of social control. It is less effaces in chastening members of a group with high status and sound reputation.
36.	Van Iterson, Clegg	2008	Human Relations	Sage Publications	The politics of gossip in inter organi-	None	The research focused on understand the organisational level effects of gossip.

	andStew-art				sational relationships		Baseless gossip circulated by one organisation about another is acknowledged by the target but is registered as a non-issue. This non-issue status is brought about by the targets formal denial of the claim.
37.	Vance and McNulty	2014	International Studies of Management And Organisation	Springerlink	Why and how women and men acquire global career experience: a study of American expatriates in Europe.	None	Female expatriates experience less gender bias in international business. Women are more likely to pursue self-initiated expatriation. Women us SIE as a means of gain valuable international experience. Women experience more career couple issues. Women cope with the stresses of SIE by finding supportive relationship in host countries.
38.	Velez and Moradi	2013	Journal of Counselling Psychology	Taylor Francis	Testing the tenets of minority stress theory in the workplace.	Minority stress theory	Minority stress is linked to lower job satisfaction. A link exists between discrimination, hetero-sexism and psychological distress, these are mediated by concealment focused identity management.
39.	Wang and Jing	2018	Springer Science	Springerlink	Job satisfaction among immigrant workers: a review of determinants.	None	Both work related factors and non-work related factors influence immigrant job satisfaction. Work related factors include: work environment, job characteristics, competency, work related psychological states, work specific characteristics. Non-work related: demographic factors, culture, potential interactions as well as the society and community.
40.	Wu,Kwan, Ho, Wu and Ma Jie	2018	Journal of Business Ethics	Springerlink	The effect of workplace negative gossip on employee proactive behaviour in China: The moderating role of traditionalist.	Conservation of resources.	Negative gossip is negatively related to proactive behaviour. The relationship between negative gossip and proactive behaviour is mediated by emotional exhaustion
41.	Zinko, Tuchtan, Hunt, Meurs, Furner and Parti	2017	Emerald Group Publishing	Emerald Insight	Gossip: a channel for the development of personal reputation	None	Gossip reinforces social norms and strengthens organisations identity. The article also outlines how gossip is used to construct personal reputation.
42	Reichard, Dollwet and Louw-Potgieter,	2014	Journal of Leadership and Organisational Studies	Sage Journals	Development of cross cultural psychological capitals and its relationship with cultural intelligence and ethnocentrism	Social identity	Individuals who deviate from social norms become the subject of gossip. Opinions based on direct observations will vary significantly than opinion based on reported behaviours. Gossip plays a more significant role in reputation development than other avenues of information collection.

The diagram below displays the results of the SLR. In the section that follows each of the named outcomes will be discussed.

Figure 2 Display of SLR results
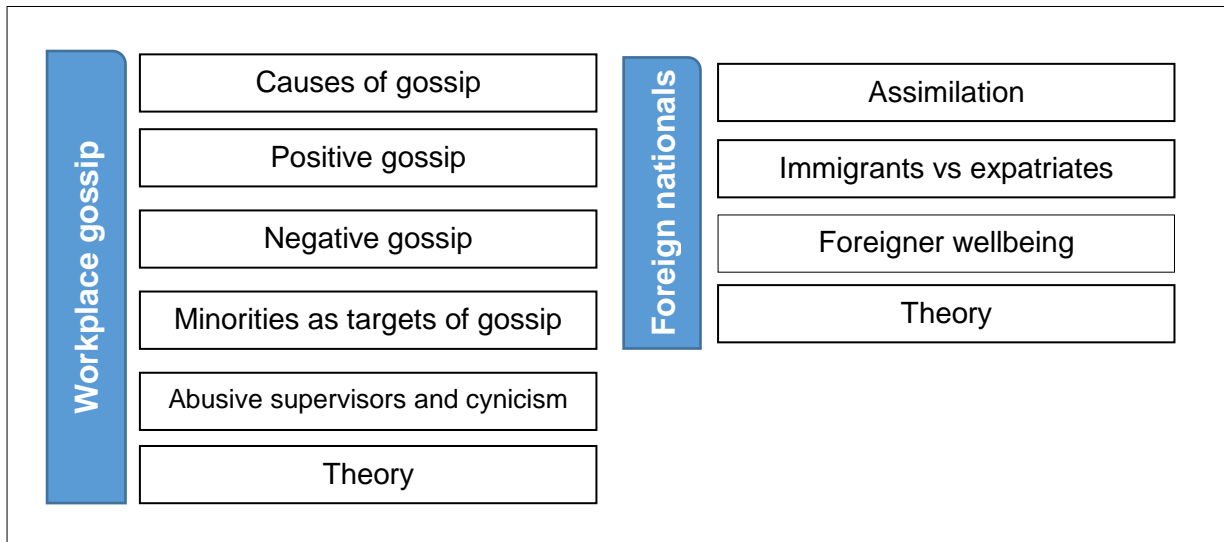
Source: Authors own diagram

4.1 Causes of gossip

In 2016 Vaidyanatha, Khalsa, Ecklund published a study that followed the antecedents for gossip in scientific organisations. The undertaking was set against the backdrop of pre-existing data regarding the research deviance and misconduct as a topic of interest and apprehension. The scientific world has been taken aback by a number of scandals relating to the falsification of results, for instance, the work of Jan Hendrick Schon a renowned physicist was debunked based on accusations of forgery. Similarly, Hwang Woo Suk a once-famous biological science professor in South Korea was trialled and subsequently sentenced based on the accusation of data fabrication relating to his stem cell research.

Academic and scientific misconduct is a hot topic in the scientific and scholastic community. In Vaidyanatha, Khalsa and Ecklund's study data was harvested among 251 scientists working in various prestigious and more average universities across the United Kingdom (UK), United States of America (USA) and India. The latter study indicated a deficiency of structure to combat deviant behaviour in the academic sphere. Behaviours like plagiarism, distortion of results and blatant dishonesty are a few of the highlighted misdemeanours that serve as most common in the scientific field. During the investigation, the researchers sought to understand gossip in the context of scientific organisations and the possibility of it being a tool for social con-

trol. Gossip of course in the context of the research was perceived to be used as an informal tool for managing misconduct of peers, chastening them on behaviours not managed by average disciplinary processes (Zinko, Tuchtan, Hunt, Meurs, Furner & Parti, 2017). The trio of researchers argued the necessity of the undertaking, highlighting the inherent need for partnership and teamwork between workmates, a relationship possibly heavily dependent on individual reputation (Vaidyanatha, Khalsa & Ecklund, 2016). Furthermore, gossip holds the potential to negatively impact an individual's reputation and indirectly influence their ability to successfully collaborate with others and secure funding (Zinko et al., 2017). As such, gossip is a significant construct and instrument for social control (Raj, 2019). Feinberger et al (2012) described the concept of prosocial gossip which is indicated to be a form of gossip that seeks to warn peers against bad behaviour in an effort to guard the status of the group. In the study, the authors look to understand the perceptions of scientists regarding gossip as a method of social control.

An alternative but related study was completed by Kuo, Wu and Lin (2018) had the ambition to clarify the role of supervisors that gossip in organisations. The research leans heavily on the existing studies in the field. Further study was necessitated by the lack of focus on the impact workplace gossip has on subordinate's responses to and relationship with management in the organisations. Kuo, Wu and Lin (2018) maintained that scholars have failed to give due attention to the outcomes of organisational gossip, particularly whether supervisor gossip has a positive or negative influence on leadership upshots. The proposed value of Kuo, Wu and Lin's (2018) study was to contribute to leadership literature specifically in the areas dealing with informal communication.

Vaidyanatha, Khalsa and Ecklund (2016), adopted a universal definition of gossip. That is, gossip is discourse that is evaluative or judgemental, that occurs between a pair and comments on an absent third member. The research paraphrased the definitions proposed by Foster (2004) and Michelson van Iterson and Waddingtong (2010) as cited early in this paper. The case of gossip in scientific organisations is very intriguing given that these organisations are usually extremely collectivistic. Scientific organisations place a great deal of stress on collaboration and commitment to the institute, however, another key characteristic of these organisations is overriding competition and the race to publish work to garner respect, rewards and recognition.

The desires fostered by the competitive atmosphere in scientific organisations are in contrast to the "established scientific norms," (Vaidyanatha, Khalsa & Ecklund, 2016). Misconduct arising from the competitive atmosphere includes claiming a students work as your own work, intimidating whistle-blowers and negligence. Gossip has the potential to sanction offenders.

Vaidyanatha, Khalsa and Ecklund, (2016) in their research took care to consider that gossip can be largely inaccurate thus the investigation extended further and pursued to understand how the difference in power between gossipers and targets of gossip changes the effect of gossip. More specifically the study looked to understand whether gossip is more effaces in restraining lower-status wrong-doers in comparison to higher-status wrong-doers. The study gathered information through in-depth interviews with 215 academic scientists in the physics department of institutions based in the US, UK and India. The study was conducted in two parts, first, through a qualitative study that aimed to understand ethical issues experienced by physicists. The candidates were selected using randomized sampling. In the second part, the study made use of mixed methods to investigate the influence of religious ethics, gender and family life of scientists. In the study gossip, there was a recurring theme and researchers probed during interviews and later decided to unpack the trend. The results of the interviews were analysed through two rounds of intensive coding.

Similar to Vaidyanatha, Khalsa and Ecklund, (2016) researchers Kuo, Wu and Lin (2018) embraced the definition of gossip that regards gossip as evaluative talk by members of an organisation about members who are not present as given by (Brady et al., 2017; Grosser et al., 2012; Kurland & Pelled, 2000), cited earlier in this paper. In contrast to what Vaidyanatha, Khalsa and Ecklund, (2016) bid to study, Kuo, Wu and Lin (2018) pursued to understand a broad-spectrum of gossip that could either be constructive or destructive. Furthermore, like Vaidyanatha, Khalsa and Ecklund, (2016) the group of three took power into account, however, they chose to focus on gossip propagated by individuals with greater power (greater-status) such as the supervisor, whereas Vaidyanatha, Khalsa and Ecklund, (2016), sought to understand gossip propagated by individuals at all power levels in the organisation.

The results of the research offered various findings. The research of Vaidyanatha, Khalsa and Ecklund, (2016) supported the concept of pro-social gossip. From the

interviews it became apparent that scientists used gossip, prompted by reputational concern, as a means to report on a colleague where the plaintiff is not unquestionably convinced that a rule had been broken. Counter-wise it was also found that researchers held back from voicing critical comments about a peers work for fear of negatively affecting their reputation. Thus, the concern for reputation works in two directions, firstly it may limit misconduct by potential wrong-doers and secondly, it may impede potential gossipers who are afraid for the personal consequences of gossiping (Vaidyanatha, Khalsa & Ecklund, 2016; Robinson, 2016). Moreover, the research also underlined the influence of culture on changing the content of influence. For instance, in India respondents showed a greater acceptance for inequality in terms of power distribution, the cluster also proved to be collectivistic and as such held a strong allegiance to the in-group Vaidyanatha, Khalsa and Ecklund, (2016). Furthermore, it was also cited that within organisations with a cascading or vertical structure, it was a greater challenge for individuals with less power to oppose transgressors with high status (Vaidyanatha, Khalsa & Ecklund, 2016; Rattan & Dweck, 2018).

Ultimately the research signposted that gossip is an effective means of self-regulation. Negative gossip about an individual can cause projection prejudice regarding credibility, collaboration and eligibility for hire of the gossip target. According to Vaidyanatha, Khalsa and Ecklund, (2016), gossip is an instrument for social control and it functions optimally where the gossiper and transgressor have similar levels of power and comparable status. Bardy, Brown and Liang, (2018) maintained that gossip is therapeutic rather than influential where the gossiper has low-power. Conversely, gossip loses its efficacy where gossip is perceived as false or self-serving and where transgressors have a strong network and a sterling reputation.

Kuo, Wu and Lin (2018) intended to prove or disprove three propositions. Firstly, that leadership membership exchange (LMX) has a positive significant relationship with positive supervisor gossip. Secondly, that negative supervisor gossip has a negative relationship with LMX. Finally, LMX is negatively correlated with perceived supervisor ostracism (Kuo, Wu & Lin, 2018). In the study ostracism, refers to the lack of positive attention given to an employee by a manager. Moreover, the group tested the mediating role of positive and negative gossip on LMX and perceived isolation. Kuo, Wu and Lin (2018) in the undertaking made use of a twelve question survey,

where the questionnaire contained an equal number of questions relating to positive gossip and items relating to negative gossip. The supervisors were required to answer questions using a 6-point scale where (1) indicated strong disagreement and (6) indicates strong agreement. In this case, greater scores indicated supervisor gossip behaviour. Likewise, when regarding LMX, employee's perception of the supervisor-subordinate's relationship was measured using the LMX scale. This scale consists of seven items. The participants reflected on the last three months and answered questions to statements such as 'my supervisor did not look at my work' and 'my supervisor ignores me at work. Respondents made use of the same 6-point scale to give their answers. Here larger scores represented higher levels of supervisor isolation or ostracism. The results of the study specified that positive supervisor gossip has a positive relationship with LMX, (r=0.23, p<0.01). On the contrary, negative supervisor gossip was shown to have no significant relationship to LMX (r=0.08, p=0.26). Moreover, LMX was found to be a mediating variable between supervisor gossip in general and perceived ostracism.

The contribution of this research aids scholars to understand the supervisor-subordinate dyadic formation to investigate the contrivance of supervisor gossip. The findings of the study confirmed that supervisor gossip is linked to LMX, which in turn influences subordinate perceptions of supervisor ostracism. Furthermore, employees whose manager's often displayed positive gossip, reported having a favourable relationship with their manager, while employees whose manager exhibited less positive gossip reported good relationships with their manager infrequently. The investigation proved through statistical analysis that manager communication styles have an impact on employee's affective response, further it was found the LMX can forecast supervisor ostracism.

4.2 Positive gossip

Gossip is for many reasons two sides of a single coin. Robinson (2016) in his article makes the curious suggestion that gossip can be done correctly. Further, he suggests that gossip can be a virtue. There exist three non-essential parameters that gossip can adhere to, to be recognized as gossip. Namely, gossip can be factual or inaccurate, furthermore it is usually about a party that is not privy to the conversation, it may come with support or be baseless and finally, gossip is often commentary about a person's behaviour. Hereafter, a noteworthy additional characteristic of gos-

sip is its possibility to be a tool for negative and positive evaluations. Where gossip is positive it stipulates that a norm is either being satisfied or superseded (Mohammed & Vasquez, 2015; Robinson 2016). This is in contrast to idle gossip. Idle gossip is habitually salacious and has no redeeming qualities. An interesting finding is that though women have been perceived as frequent gossipers; there is not difference in the incidence of gossip communicated by men and women (Eckaus & Ben-Hador, 2019). Moreover, regarding the demographic of gossipers, it was found that women gossip more about looks and social interaction as such the propensity to gossip about appearance and social interaction is a reliable indicator of a gossiper's gender (Eckaus & Ben-Hador, 2019).

Robinson (2016) much like past scholars argued that gossip is a vehicle for the pronouncement of group standards. However, beyond asserting the existence of norm, gossip can impose the norm, commanding adherence. Gossip enforces the desired behaviour through isolation or ostracism. Additionally, ostracism through gossip need not go further than the gossip triad that is: gossiper, listener or receiver and target. Ostracism is also limited in that a transgressor can repair their reputation. Similarly, positive evaluation acts to enforce desirable and exemplary behaviour. All things remaining equal it is important to understand the limits of gossip.

Robinson (2016) cited that the permeability of gossip depends on the norm being enforced. For gossip to be allowed, it serves the purpose of enforcing a morally fair norm, Ellwardt et al. (2012) highlighted that some norms many in instances enforce unreasonable social norm. An example of this is that research has shown the low-status individuals are typically the targets of negative gossip. Further underpinning the ideas of correct gossip, Robinson (2016) mentioned another condition for gossip permissibility, that is, gossip is permissible only if it fosters a considerable degree of conformity. In addition, gossip is considered permissible if members of the social group are sufficiently deterred from transgressing (Robinson, 2016). Finally, the number of gossipers are also important, gossip has the potential to exponentially increase conformity and decrease norm violations. However, the number of gossipers can reach an upper limit, where the social system is saturated. Thus an increase in gossipers and evaluative comments will have a slight influence on the greater good of the group. Robinson (2016) maintained that gossiping well is virtuous. Abbajay (2016) and Robinson (2016) argued that gossiping at the right time and about the

right behaviours essentially sets aside virtuous gossip from idle gossip. Overall virtuous gossip aims to nurture social harmony.

Eckhaus and Ben-Hador Eyal (2019) looked to segregate gossipers based on gender. The pair of researchers sought to understand the difference in the content of gossip, based on gender, drawing on a need to understand and potentially debunk gender-based stereotypes of gossip. Gossip has often been regarded as female talk, this impression has also been ascribed a negative subtext. Farley, Timme and Hart (2010) supported this idea finding that individuals considered as frequent gossipers were seen as more inclined to attempt to control others. Moreover, frequent gossipers were regarded as being less approachable.

4.3 Negative gossip

Natural progression form discussion about positive gossip is to look at the opposite end of the panorama which is negative gossip. The valance of gossip can be judged through its content, utility and outcomes. Gossip occurs in varying situations for various reasons including in the face of conflict. Gossip may also exist as a means of promulgating aggression in a social system. Jeuken, Beersma, Velden and Dijkstra (2015) investigated the motivation of individuals to use gossip as a tool for aggression.

4.3.1 Gossip as a tool for indirect aggression

Drawing on past research Jeuken, Beersma, Velden and Dijkstra (2015), underlined that the topic of motivation to gossip as a tool of aggression is particularly pertinent when considering the possible outcome of conflicts or escalation. Gossip, when used for aggression, is to the disadvantage of the target. Pheko (2018) also delved into the negative upshot of gossip. Pheko commented on the lack of research surrounding gossip as a tool for mobbing, bullying in the workplace and endeavoured to examine the motive. Pheko (2018), argued the contrived nature of negative gossip, she maintained that promulgaters of negative gossip, circulate rumours in a planned, rationalized and purpose-driven fashion. I would say this viewpoint does cause intrigue and merit empirical investigation. Disseminators of gossip use the spread of negative evaluation of a third party to gain leverage over them (Jeuken, Beersma, Velden and Dijkstra, 2015). Leverage or advantage is often gained through the tainting of an individual's reputation and resultantly improvement of the gossipers standing (Jeuken et al., 2015).

Past endeavours have indicated that the poor conflict management of a supervisor begets increased negative gossip about the supervisor and less positive gossip about supervisors (Posthuma, Dijkstra, Beersma, and van Leeuwen, 2014). However little was said to explain the reason when gossip resulted. Similarly, Pheko (2018) suggested that organisational culture characterized by large power distance, masculinity, uncertainty and avoidance are susceptible to bullying and mobbing, in her study she also focused on "bullying bosses". Specifically, in Pheko (2018) bullying bosses which I liken to abusive supervisors were a senior faculty members and their department head at a university in Botswana.

Jeuken et al. (2015) referenced Lewins's equation which described in the person part of the equation the difference between pro-social, pro-self-social orientations. Pro-self-people are more concerned with achieving their own goals while pro-social individuals care about group level outcomes. Jeuken et al. (2015) also use the concept of competitive and cooperative behaviour. Competitive behaviour includes being demanding, while cooperative behaviour involves making more concessions. Jeuken et al. (2015) hypothesized that an employee level of power and social valuable orientation is linked to an employee's motivation to indirectly aggress through gossip. Additionally, the research group also posited that individuals with a pro-self-orientation and high power would be more motivated to gossip, while individuals with a pro-social and low power orientation would be less motivated to gossip.

Pheko (2018) on the other hand used qualitative methodology, employing auto-ethnographies collected through emails, stories and complaints. The resulting data was analysed through coding analysis. From the analysis of data, it was concluded that the motivation to indirectly aggress (gossip) was great where individuals where competitive and lower where individuals were cooperative. Furthermore, power was found to have a notable effect on motivation to aggress (Gholipour, Kozekanan and Zehtabi, 2011). Counter wise participants in Pheko (2018) outlined how faculty members used secret gossip to misguide decision makers in the faculty.

The three respondents' outline being passed up of promotion and subsequently being shown falsified document chronically their misconduct. The findings of Pheko's (2018) research were Four-fold. Namely, Pheko (2018) concluded that gossip can be used as a tool for social dominance, gossip is an expression of envy and is used to

undermine targets, gossip is used to humiliate targets and finally gossip is used to widen the power gap. Pheko (2018) used social dominance theory which states that societies are arranged into hierarchies to explain gossip as a tool for dominance. Social dominance theory indicates that through hierarchies, certain ideologies appear at play, a basic example is the perception, that men are more deserving of managerial roles. Thus as Pheko's (2018) participants were seen as a threat as far as promotions were concerned, the perpetrators of the gossip used gossip and negative evaluation to deem the three researchers unfit.

Furthermore, the trio laid threat to faculty members' professional identities and inspired envy, caused the perpetrators to use gossip as a weapon against them. Pheko (2018) also surmised that the perpetrators of gossip used it as a tool to humiliate others. Pheko (2018) used the term psychological psychopaths to refer to individuals striving for managerial roles at any cost. Lastly, Pheko concluded that gossip was used as a tool to maintain power and to prevent the three researchers from gaining it. Comparing Pheko's (2018) outcomes to those of Jeuken, Beersma, Velden and Dijkstra (2015) I would endeavour to say that the perpetrators in Pheko's (2018) research namely the head of department and senior faculty member possess high power. The faculty level gossipers displayed pro-self-orientations as they appear to negatively react to a successful research group. As such prevalence of gossip in the organisation can be explained.

4.3.2 Gossip and social capital

Kiss, Meester, Kristensen and Braeckman (2014) indicated that a binding factor exists in organisations which is a social community that links employees within an organisation regardless of job roles. The researcher also mentions that this social community is linked to organisational social capital (OSC). Overall OSC is explained as involving social linkages that foster mutual gains and cooperation. OSC can be operationalized into three key factors, justice, collaboration and trust. Past research has suggested that OSC as part of a psychological work environment has a positive influence on well-being. Kiss, Meester, Kristensen and Braeckman (2014) looked to evaluate OSC effect on the presence of gossip, slander, conflict and quarrels in the workplace. Kiss, Meester, Kristensen and Braeckman's (2014) research made use of a self-completed questionnaire to collect data from a total of 239 respondents. The

respondents were eldercare workers in nursing homes, including, nurses, paramedics, helpers and animation workers (Kiss, Meester, Kristensen & Braeckman, 2014).

The questionnaire inquired about the psychosocial work environment, sick leave, workability, OSC, physical workload, emotional demands and job insecurity. Scales were used to measure each construct. The analyses signposted that involvement in quarrels and conflict, is not linked to OSC in any way. However, a significant relationship was reported between the presence of gossip and slander and individually experienced OSC as well as workplace OSC. This indicates a reverse causal relationship, individuals exposed to bad behaviour may perceive OSC as personally beneficial, forming a more solid relationship with individual OSC than workplace OSC. This may also be the case for the subsequent conclusion, that taking sick leave and poor work performance have no notable relationship with individually experienced OSC but showed substantial relation to overall workplace OSC. This could hint that workplace OSC is more important than individually experienced OSC.

4.4 Cynicism and abusive supervisors

A lesser-explored area of gossip in literature is employee cynicism (ENC) and its relationship to gossip. The lack of focus on this area is surprising, given that levels of employee cynicism have through past studies been ascertained to be a major contributor to firm performance (Kou, 2010). In an employment situation, cynics undercut the efforts of management. Cynics are prone to wariness regarding supervisor intentions, further, they carry the outlook that their manager intends to manipulate them and exploit their work efforts. In a nutshell, cynicism can be linked to poor employee performance and consequently leads to overall poor organisational performance. Kou et al. (2015) drew on a definition offered by Dean, Brandes and Dharwadkar, (1998). Dean, Brandes and Dharwadkar, (1998) sustained that cynicism has negative perceptions and attitudes about one's employer and the associated firm. Further, other defining factors include a view of the organisation as dishonourable and self-serving, adverse sentiments relating to the company and finally, the inclination to display destructive and disapproving behaviour. Kou, Chang, Quinton, Lu and Lee (2015) consider gossip to be a precursor of cynicism; the group of researchers' link the development ENC to social information theory.

Decoster, Camps, Stouten, Jeroen, Vandevyvere and Tripp (2013) concentrated on abusive supervisors. A key assumption of the work was that supervisors do not always act ethically. Abusive supervisors are individuals that engage in a prolonged display of antagonism, though both verbal and non-verbal behaviour's, this strictly excludes physical aggression. Decoster (2013) considered explaining that abusive supervisor relationship could result in non-negative outcomes where organisation identification is at play.

Social information theory postulates that social contexts have two pertinent influences on the attitudes, behaviours and needs of individuals. The influences are as follows (1) the social context magnifies people's focus on certain information; this makes the information more important, furthermore, it creates anticipations about behaviour and probable penalties of the behaviour. (2) the social network knits parameters for social reasons for certain behaviours. In short, contextual factors, values and relations with others in the network, mould individual perceptions. On the other hand, Decoster et al. (2013) employed social exchange theory which suggests that when employees are faced with an abusive supervisor they react negatively, perhaps even through gossip behaviour. However, there may exist exceptions to social exchange theory as research has also shown that, the employee is less likely to react where there is a large power distance. Another theory used by Decoster et al. (2013) referred to social identity theory to locate organisational identity in the research. Social identity theory upholds that individuals are continuously striving towards an affirmative self-image. Self-image for employees is linked to both their identity and their social identity. Decoster et al. (2013) maintained that the degree to which individuals possess an organisational identity, is as a result of how much of their self-concept is linked to their organisation. Furthermore, organisational identity has a positive influence on job satisfaction, long term commitment and well-being of employees. Moreover, where employee possesses an organisational identity they look to diminish differences.

Kou, Chang, Quinton, Lu and Lee (2015) adopted the logic that in a social situation, individuals are like links and clasps. Both clasps and links are necessary to form the network and for individuals to satisfy their psychological and social needs. Kou, Chang, Quinton, Lu and Lee (2015) cited that people adopt behaviours based on what they observe in their surroundings. The authors Kou et al. (2015) used this idea

to further substantiate the relationship between gossip and cynicism. Furthermore, Kou et al. (2015) also applied social cognitive theory to the gossip-cynicism relationship. The gossip-cynicism hinges on three facts namely (a) employees who see others discomforted by negative gossip, take a more measured approach in their actions and opinions, (b) employees assess gossip prudently as it has the potential to influence their credibility and reputation, (c) negative gossip has the ability to prejudice the target. All in all, though the theories of social information and social cognitive theory are different, they both substantiate the relationship between gossip and cynicism, by firstly by showing how gossip begets ENC and how unpacking the basis of the gossip-cynicism relationship. In terms of method, the data for this research was collected form 26 companies in the capital city of Taiwan, Tapei. The researchers distributed questionnaires in numbers proportional to the number of respondents in the organisation, that is 10, 20 and 50 questionnaires distributed in organisations of with an employee roll of 100, 100 to 1000 and 1000 plus, respectively. Questionnaires were disseminated in two stages and yielded a 79% response rate. Decoster et al. (2013) on the other hand looked to understand the relationship between abusive supervision and perceived cohesion, that is, the research group presumed that the presence of an abusive supervisor would result in increased perceived cohesion. Here perceived cohesion is an employee's perception of their relationship with others and the resulting force to remain in the group Decoster et al. (2013). Moreover, the research group also supposed that where organisation identification is high, an abusive supervisor is present.

Regarding measures, Kou et al. (2015) formed three regular scales. The scales include psychological contract violations (PCV) ($\propto$ =0,92), abusive supervision (AS) ($\propto$ =0.90) and employee cynicism ($\propto$ =0.90). Items on PVC were answered on a 6 point Likert scale, where 1 = extremely unsatisfied and 6 = extremely satisfied. Survey items measuring AS sought to inspect the degree to which employees experienced, disrespect and invasion of privacy at the hand of their manager. Examples of items include relating to ECN, dealt with the themes of suspicion and scepticism. Some of the ENC related questions included (a) some co-workers feel they are above others because they are in senior positions. (b) Some colleagues slander their fellow employees on purpose.

The research by Kou et al. (2015) indicated that job-related gossip (JRG) has a greater influence on ENC. Whereas, non-job-related gossip (NJG) has no noteworthy influence on ENC. In short, JRG is a more accurate indicator of cynicism than NJG. The structural equation modelling results, show support for all seven of Kou et al.'s (2015) hypotheses. To sum up the findings, JRG is a determinant of cynicism, while NJG is not an accurate predictor of cynicism. Furthermore, it was determined that PCV forecasts JRG and ENC, in this three-factor relationship it also was confirmed that JRG mediated the relationship between ENC and PCV. Additionally, AS is a determining factor in the existence of JRG and NJG and the subsequent development of ENC. Finally, NJG has a weak mediating relationship between the factors AS and ENC. Unfortunately, results tallied by Decoster et al. (2013) reported no significant negative relationship between tendency to gossip and presence of an AS. However according to Decoster et al. (2013) where an abusive supervisor is present, organisational identity has a significant negative relationship with a tendency to gossip. That is overall where employees identify with their organisation they are likely to gossip less in the face of an abusive supervisor. An additional finding of Decoster et Al. (2013) is that organisational identification is particularly significant as far employee' reactions of abuse from managers are concerned. Where employees possess high rather than low identification with the organisation the group has stronger perceived cohesion.

4.5 Minorities as targets

Carrim (2016) investigated the targets of office gossip more specifically the researcher looked to understand the phenomenon of black employees as victims of evaluative talk. The research aimed to unpack the racial profiling of black or rather non-white employees by their white counterparts. In the study, the Carrim (2016) analysed the perceptions regarding situations wherein gossip about black members of staff arose as well as the underlying rationale of the gossip dialogue. The research by Carrim (2016) identified race as a control variable, this is reinforced and substantiated by South Africa's historical context. Carrim (2016) argued that the legacy of segregation laws passed under the apartheid regime bring forward residual social habits akin to racial clustering. Taking into account that workplaces reflect the greater society, it can be expected that these same subtle racial aversions are at play in South African organisations.

Another cornerstone in Carrim's (2016) work is the notion that members of a professed group can have an imbalanced view regarding members of an apparent outgroup, in terms of abhorrence and appreciation at the other end of the spectrum. Non-white employees form the outgroup as they are minorities in white-dominated organisations of higher learning and businesses, furthermore the lack of networks within organisations makes it more challenging for minorities to become part of dominant groups. Carrim (2016) made use of semi-structured interviews to gain data with an outlook on understanding the experiences of non-whites, in historically white organisations, of the phenomenon of office gossip. This is in contrast to a study by Rattan and Dweck (2018), the researchers concentrated on workplace minorities as subjects but recruited women and African American employees as respondents; the research tested the positivity of targets of slurs and studied their reflective explanations of workplace prejudice, through the collection of survey data. Carrim (2016) also sought to determine what the nominal reactions of non-white staff members were to evaluative comments.

The investigation interviewed 24 non-white staff members. The interviews lasted one hour and follow up interviews were conducted where necessary. Several striking motifs became apparent through the thematic analysis. The results of the study highlighted two functions of gossip in historically white organisations. Firstly, gossip was used to underplay the job-related performance of non-white employees. Respondents recounted that their white peers made public negative remarks about absent non-white co-workers. The tendency of white employees to collectively and publicly evaluate the performance of non-white employees was regarded as a form of mobbing or collusion by non-white employees. Moreover, interviewees reported that they perceived that white employees used gossip to express mistrust of non-white employees, to discredit them and potentially negatively influence their chances of promotion and appointment, echoing the results of Vaidyanatha, Khalsa and Ecklund's (2016), Carrim's (2019) and Pheko's (2018) research. Ultimately non-whites felt powerless in the face of the gossip and navigated the situation purely by avoiding confrontation and by acquiescing; Rattan and Dweck's (2018) study came to the same conclusion. Rattan and Dweck (2018) focused on understanding the results of confronting prejudice (of women and minorities) and how mind-sets impact social relations. As a starting point, the pair of researchers maintained that women and mi-

norities are subjected to open bias, group exclusion, slurs, negative talk and opinions that their kind do not belong at the top of the organisation (Pheko, 2018; Rattan and Dweck, 2018). Rattan and Dweck (2018) further pointed out that when faced with prejudice targets do one of two things: either publically disagree or remain silent.

Seconding the theme of functions, Carrim (2019) her systematic literature review maintained that the outcomes of gossip could be both positive and negative. In terms of negative outcomes, gossip may result in victimization and negatively impact work productivity. Gossip may also cause its targets difficulty in establishing their reputations as mentioned before. On the other hand, in terms groups gossip may have positive outcomes as fostering conformism (Carrim, 2019; Robinson 2016). Regarding positive outcomes, the results of Rattan and Dweck's (2018) study showed that where women possessed a growth mind-set, that is, that people's behaviours and beliefs can change, the women reported more positive perception of their workplace and better job satisfaction, even in the face of sexism. Likewise, where African American respondents had a growth mind-set, they too displayed more positive perceptions of their workplace and great job satisfaction.

4.6 Theories linked to gossip

Through the review of retained articles, a number to theories were identified. The articles on work-place gossip often employed theories to postulate and predict possible relationships between research variables.

a. Social comparison was used by (Bardy, Brown & Liang, 2018). Social comparison process can be used by gossip perpetrators to gain validation for an opinion. That is gossipers create an evaluation comparing themselves with the gossip target. The gossip receiver can subsequently approve or refute social comparison. Research on social comparison maintained that where a gossiper seeks information about themselves for example, about their performance, they are likely to gossip about a colleague whose job role and status is similar to theirs. Gossipers seeking self-relevant information as such are less likely to gossip about their superior. Viewing gossip through the lens of social comparison deems gossip positive.

b. Self-consistency theory was used by Britch, Chiang and Zhang (2018) to explain the perceived negative influence of gossip. Self-consistency theory con-

ceptualized by Korman (1970) posits that individual self-esteem differs in different situations, the same can be said for behaviour; individuals attempt to act in line with how they perceive themselves. Negative workplace gossip embodies the concept that members of an organisation view the target negatively it indirectly implies that negative gossip is bad for the target's self-esteem. Negative evaluations negatively influence organisational self-perception which in turn influences organisational citizenship behaviour.

c. Social identity theory, two articles referenced social identity namely Decoster et al. (2013) and Carrim (2019). Social identity theory sustains that individuals seek to retain a positive self-image this self-image is subject in part from the social groups they belong to Tajfel and Turner (1978). Positive social identity results from an individual's favourable intergroup comparison Carrim (2019).

d. Social gossip theory, was employed by Farley and Hart (2019). The theory offers that, languages formed as a result of an innate need to maintain positive interpersonal interaction Dunbar (1996). According to Dunbar (1993) language has 4 key functions. Three of the four given functions are relevant to gossip. Firstly, language serves to aid in impression management. Secondly, language is used to criticize and punish unacceptable behaviour and finally to gain bearing about future behaviour from others. Farley and Hart's (2019) research concluded that high gossiper (in this case women who gossip frequently) scored higher on a scale for the tendency to express control, additionally, high gossipers were also found to be averse to power being exerted over them. This finding supports social gossip theory, especially relating to the chastening role of gossip. High gossipers are more apt to chasten low gossipers.

e. Regulatory focus theory was engaged by Kuo, Wu and Lin (2018) to understand the driving force behind supervisor gossip the results in employee ostracism. Higgin (1997) offered that hearing positive gossip from a supervisor causes employees to focus more on accomplishing more and seeking out elevation in their roles. In the study by Kuo, Wu and Lin (2018) positive supervisor gossip fostered approach-avoidance motivation. The effects of positive supervisor gossip include increased efficiency and psychological empower-

ment. Positive gossip nurtures good relationships between subordinates and supervisors. On the other hand, negative supervisor gossip prompts effort to avoid poor performance. Moreover, negative supervisor gossip stimulates antagonism, bitterness and anger. Where employees perceive their supervisor's behaviour as negative; this breaks affective attachment and raises feelings of exclusion.

f. Positive Conservation of resources theory was used by Liu, Kwan and Zhang (2018) and Wu, Kwan, Ho, Wu and Ma Jie (2018). Liu, Kwan and Zhang used the theory to explain the relationship between gossip and employee creativity (Hobfoll, 2001). The theory posits that negative interpersonal interaction leads to exhaustion, on the part of the victim. Moreover, the theory suggests the individuals aim to hold on to their resources to achieve their goals. However, when the resources aren't successfully retained it results in exhaustion. Emotional exhaustion was found to mediate the relationship between negative gossip and creativity (Liu, Kwan & Zhang, 2018).

g. Social information theory, Kou, Chang, Quinton, Yi Lu and Leep (2014) adopted this theory. The theory explained that social circumstances affect individuals, behaviour, attitudes and desires, to start, social contexts provide guidelines for the acceptable reason for action. Second social contexts emphasize certain information, as well as gives direction for behaviour and outlines its possible outcomes

h. Virtue theory was adopted by Robinson (2016). According to Snow (2010) virtue is a form of social intelligence and represents the right intent.

i. Social dominance theory was used by Pheko (2018). The theory seeks to explain how opportunity and power are distributed within a society. The theory hypothesizes that societies as social contexts are built on a social pecking order (or hierarchy). This hierarchy is formed as a result of the overall impact of prejudice and discrimination. Furthermore, Pratto, Sidanius, and Levin, (2006) highlighted that discrimination is organized to support dominate groups and reinforce myths and consensual beliefs. Simply put, a society that is thriving economically naturally sorts into social strata Sidanius and Pratto (2003). Furthermore, men garner greater power and political influence, this reinforces the

idea that men are more worthy of power than women. As such the power hierarchy holds men at the top followed by women and finally young people and children. Hierarchical power is also further split on subjective grounds race, ethnicity, decent, estate and class (Pheko, 2018).

j. Contact theory as cited by Carrim (2019) assumes that the hostility between groups can be resolved by increasing interaction between the two groups (Allport, 1954). In order to successfully remedy resentment between groups, sound policies and an interceding body is required. Where isolation and prejudicial norms prevail, contact has diminished and minorities remain targets of gossip

k. Dunbar's theory was referenced by Shaw, Tsvekova and Daneshvar (2010). Dunbars' theory postulates that negative evaluative talk can promote good relationships in large groups. Tsvekova and Daneshvar's (2010) findings supported Dunbar's theory in that, badmouthing unexpectedly results in improved group cohesion, insofar as, all members of the social network gossip and are also targets of gossip.

4.7 Foreigner assimilation

Damas de Matos (2012) conducted pioneering work regarding the concept of economic assimilation. The investigator identified that past research recounted a polarised view regarding foreigner earnings, focusing particularly on measuring the wage gap be-tween country natives and immigrants. Damas de Matos (2012) endeavoured to address the deficiency in literature, through elaborating on the methods foreigners use for assimilation, beyond the passage of time, finding organisational matches and reduced scepticism regarding foreigners by employers as suggesting past research done by Eckstein and Weiss (2004). Damas de Matos (2012) looked to achieve two goals in her research, firstly, construct a model of economic assimilation and secondly, lean heavily on existing literature on foreigner assimilation is host countries, to prove that job mobility and firm heterogeneity play a big role in assimilations. Damas de Matos' (2012) work is incredibly eye-opening, it offers an empirical and testable suggestion of how wages differ between natives and foreigners and touches on the reasons these differences exist in the first place. An additional study connected to social and economic assimilation is Imoagene's (2018) study on second generation migrants in the US. The research harnesses segmented assimilation theory (SAT).

SAT proposes that black and Hispanic second-generation immigrants are prone to downward mobility as a result of racial prejudice. Imoagene (2018) in this study seeks to expand on the applicability of SAT and specifically tackle how African origin, second-generation immigrants fare when it comes to socio-economic assimilation. Alternate research conducted by Lai, Shankar and Khalema (2017) looked to investigate economic migrants in North America, the study sought to identify essential competencies required for successful integration into the workforce. Economic migrants, as described by Lai, Shankar and Khalema (2017) refer to the skilled individuals, professionals, labourers, entrepreneurs, tradespeople and investors seeking work experience. The research is necessitated by the requisite for integration of economic migrants for the monetary growth of the country and productivity. Strömgren, Tammaru and Danzer's (2014) work looked to investigate the role of residential segregation, individual immigrant traits and the influence of Global North and Global South immigrations status has on workplace segregation between migrants and native. Damas de Matos (2012); Lai, Shankar and Khalema (2017) and Imoagene (2018) differ greatly in their research aims but share the golden thread of economic interest, wage gap assimilation and assimilation of economic migrants. Assimilation in this regard is regarded as socio-cultural and social skills in the workplace (Lai, Shankar & Khalema 2017).

Damas de Matos' (2012) research was conducted in Portugal. Portugal along with Greece, Italy and Spain are traditionally considered an emigration country that is why they experience a high number of immigrants entering the country to settle permanently. Portugal's number of legal immigrants increased by just under 70% percentage following the passage of new legislation. On the other hand, Lai, Shankar and Khalema's (2017) study focused on migrants in Canada. Canada much like Portugal experienced an influx of foreign-born immigrants, a little less than 60% of the migrant in Canada in 2013 were identified as economic migrants. In contrast to the case put forward in Portugal, the majority of the migrants in Canada identified as Asian. Counter-wise, Imoagene's (2018) article identified Nigerians as the largest African national group residing in the US. As part of the literature on assimilation Imoagene's (2018) article provided data on one employee that experienced linked perceptions of discrimination (both by whites and African Americans), perceptions of privilege as a black immigrant as well as approaches used to foster integration.

Damas de Matos' (2012) research focused on immigrants who entered the country post-2001. The information used was based only on immigrant work on the formal sector, thus Damas de Mastos' research laid out the assumption that an individual's first entrance in the data symbolised their first years of work in the formal sector. The subjects in the research included immigrants from South-East Europe, Brazil and from Portuguese colonies, for example, Cape Verde. While Strongmen, Tammaru and Danzer (2014) evaluated GN immigrants from Nordic countries, West Europe, the US, Canada, Australia, New Zealand and Japan; and GS immigrants from the Middle East, Africa, Asia and South America. As mentioned before Lai, Shankar and Khalema's (2017) study was based on Canadian data. Imoagene's (2018) research focused only on second-generation Nigerian migrants in the US.

4.7.1 Immigrant wage catch-up

An initial task completed by Damas de Matos (2012) was the measurement of wage catch up. That is Damas de Matos (2012), sought to understand how long it takes for foreigners to match their native counterparts, of the same age, in terms of earnings. Damas de Matos (2012) found that foreigners earned 34% per cent less than naturalized individuals in the same age group. Moreover, Damas de Matos (2012) also indicated the foreigners increased their earnings by roughly 0.9% with every additional year they spent in Portugal. The initially given figure of 34% is reduced to 24% and subsequently 14% due to variances in profession and industry the immigrants work in. The outcomes of Damas de Matos (2012) are reflected by Lai, Shankar and Khalema (2017), their investigation cited simply that migrants suffer greater levels of unemployment when compared to their Canadian counterparts and established immigrants (immigrants who have acquired work experience in Canada).

An auxiliary finding that is rather thought-provoking, is that the wage gap also showed to be different amongst the named immigrant groups. It was highlighted that immigrants from Africa have a higher wage gap and a smaller catch-up rate. Simply put, African immigrants have earned less overall when compared to Portugal natives as well as Brazilian and South-East European immigrants. Furthermore, the rate at which their salaries increase is slightly lower than the compared immigrant groups. This finding may be explained by the next two areas Damas de Matos (2012) tested, job mobility and firm heterogeneity. This difference in rate of integration was also cited by Strömgren, Tammaru and Danzer (2014), the trio of researchers maintained

Global South (GS) immigrants (individuals from the southern hemisphere and north Africa) experienced more difficulty in the labour market. No other authors provided comprehensive wage information as part of their research.

4.7.2 Wage disparity

Damas de Matos (2012) maintained that foreigners are 26 times more likely to change jobs than natives in the first year of employment. This tendency to change jobs is explained by the immigrants that work in different organisations and different industries (Strömgren, Tammaru & Danzer, 2014). Damas de Matos (2012) also stated that foreigners within an organisation are not paid less than natives, interestingly foreigners are largely employed by firms that overall have lower pay grades. Confirming this Strömgren, Tammaru and Danzer (2014) cited that immigrants who work in organisations with a native majority staff compliment, enjoy higher earnings. This may be due to immigrants being under represented in higher paying industries and professions. Lai, Shankar and Khalema (2017) study ascertained that elite professions in the science, medicine, education, engineering and positions in senior management are saturated by Canadian (native) professionals and well established immigrants. Furthermore, Lai, Shankar and Khalema (2017) maintained that immigrants are downwardly mobile. Moreover, perceived discrimination regarding, performance reviews, training opportunities and organisational support could also contribute to lower wage and minimal upward mobility (Imoagene, 2018). Strömgren, Tammaru and Danzer (2014) offer an explanation for lower pay through the discrimination effect. The discrimination effect is connected to geographic location; the supposition is that people living in migrant dense neighbourhoods experience negative bias in the job market. The discrimination is an interaction of group membership; employers are likely to pass up immigrants, living in certain areas, for roles on the basis of perceived low productivity (Strömgren, Tammaru & Danzer, 2014). Moreover, Strömgren, Tammaru and Danzer, (2014) reported that a great number GN immigrants lived in neighbourhoods with a majority of Swedish natives. Additionally, wage catch-up or economic assimilation can in part be attributed to the movement of immigrants from low paying organisations to better paying and more productive organisations.

4.7.3 Qualifications and perceived productivity

As a final step in building a model of economic assimilation, Damas de Matos (2012) tackled firm learning. Damas de Matos (2012) postulated that workers have perceived productivity constructed of three elements. Worker productivity involves quality of education, perceived skill and IQ (intelligence quotient). Damas de Matos (2012) proposed that all items concerning productivity are the same for foreigners and immigrants but that employers know less about foreigner's quality of education. Finally, over time the foreigners expected productivity converges with their true productivity thus influencing wage catch-up. Lai, Shankar and Khalema's (2017) research intersects with Damas de Matos (2012) in this regard. Lai, Shankar and Khalema (2017) in their investigation obtained data about barriers to integration. Among the barriers were recognition of professional qualifications and experience. Foreigners have expended more energy to prove themselves competent (Imoagene, 2018). Participants recounted that organisations expected them to have local experience, permits or accreditations to be eligible for jobs in the country. Furthermore, I would endeavour to say that in some professions, immigrants may be passed up for roles because employers do not recognize their qualifications as valid and do not have sufficient knowledge about the institutions immigrant job-seekers obtain training at. Fascinatingly in the case of established immigrant local qualifications and certification, seem to hold less value due to the intersection of race and immigrant status. Strömgren, Tammaru and Danzer, 2014 maintained that GS immigrant born in Sweden holding Swedish qualifications performed worse than their native counterparts in the labour market. A respondent in Imoagene's (2018) study indicated that even with a local master's degree and sought after accreditation she still competes with white employees who just have a bachelor's degree, she mentioned that her qualification matters in some instances and does not in others.

4.7.4 Barriers to integration

Beyond professional recognition Lai, Shankar and Khalema's (2017) inquiry uncovered several challenging factors that associated socio-cultural assimilation. Firstly, communication and language, respondents stressed that employers my raise issues regarding language where employees have displayed high levels of English proficiency. Secondly, interaction with managers and co-workers, the partakers mentioned that poor understanding of norms, expectations and workplace culture cause difficulty at work. In terms of interactions, difference in manners and etiquette regard-

ing team works and interpersonal relationship was identified as a challenge for employees. Thirdly, recognition of qualifications and skills; employers often disregard qualifications and experience from immigrant countries (Damas de Matos,2012; Lai, Shankar & Khalema 2017; Imoagene, 2018; Strömgren, Tammaru & Danzer, 2014). Fourthly, professional opportunities and outcomes, often employee settle for lower-level positions to compensate for a lack of local experience (Imoagene, 2018; Lai, Shankar & Khalema 2017).

4.7.5 Integration strategies

The result of Lai, Shankar and Khalema's (2017) study also registered behaviours essential for workplace integration. The behaviour included, following professional culture, understanding workplace values, professional's skills and capacities, communication and relationship building. Decreasing ethnic difference was also mentioned as key for successful integration, a respondent in Imoagene (2018) cited learning to play golf was instrumental in bridging the gap between him and his white colleagues and managers. Social capital also plays a role in improving the success of integration efforts, immigrants who band together in their organisations are able to overcome the discrimination they face at the hand of local bosses. The former indicates that upward mobility is possible for established immigrants (Damas de Matos, 2012; Lai, Shankar and Khalema 2017; Imoagene, 2018). This finding contradicts segmented assimilation theory, not all black immigrants are in the lower social-subdivision as theorized. Downward mobility is a function when immigrants enter the job market but as years progress, movement in a positive direction can be observed through increased wages and awarding of better positions in organisations (Damas de Matos, 2012; Imoagene, 2018; Lai, Shankar and Khalema 2017). Reichard, Dolwett and Louw-Potgieter (2013) sought to study psychological capital and its relation to cultural intelligence and ethnocentrism. The trio of researchers concluded that, psychological capital training increasing cultural intelligence. Moreover, psychological capital training increases positive emotions while it decreases ethnocentrism (Reichard, Dolwett & Louw-Potgieter, 2013). Strömgren, Tammaru and Danzer (2014) found that native-immigrant workplace segregation decreased significantly if immigrants had higher exposure to natives in residential neighbourhoods. A finding that can be coupled with that is, where immigrants intermarried with natives this also showed a significant positive impact on workplace segregations. It can be surmised

that intermarrying leads to greater native exposure and resultantly native-immigrant workplace segregation.

4.8 Foreigners as immigrants and expatriates

In the existing literature about foreign nationals in the workplace, there is a blunt distinction between what sort of workers are referred to as immigrants and the variety of career-makers referred to as expatriates. Berry and Bell (2012) contend that race, class and gender are attached to firm structures as well as globalization and as such can to some degree account for the difference in foreigner statuses. Furthermore, the duo Berry and Bell (2012) relate the concept of class process and seek in their study to display how the progression plays into globalization, migration and the inequities between, men, women, ethnicities, economic and social status of people leaving their countries of origin. The point of Berry and Bell's (2012) study was to highlight how international management literature has regularized the use of the term expatriates and how multinational company's (MNC's) hiring practices prejudice people, particularly women, of low social status.

According to Berry and Bell (2012) the word expatriate carries two meaning, firstly a standard definition which regards "expatriates" as individuals who leaves or forfeit residence in their country of birth, second the meaning widely used in international management (IM) literature, a member of staff momentarily moved to another country for work for an MNC. Outside of international management literature, the pair of words are used as synonyms. This is closely related to the definition of a self-initiated expatriate (SIE). An SIE is an individual who moves from one organisation to another, between countries of their own accord rather than through some firm based expatriation program (Ariss & Crowley-Henry, 2013; Vance & McNulty, 2014). Given the assumed skill level and professional mobility, presumably required to work in an MNC, I would consider SIE and expatriate largely the same for this review.

Berry and Bell (2012) through their initial observations raise the important question, how exactly do the two terms differ vis-à-vis their use in academic literature. Berry and Bell (2012), as well as Ariss and Crowley-Henry (2013), name several key differentiators between SIEs, expatriates and immigrants. Ariss, Crowley-Henry (2013) maintained that SIEs were often individuals who hailed from developed countries namely, Western Europe, Australia, Canada, India, Lebanon, the UK and the USA. Berry and Bell (2012) noted that expatriates were mostly of the Anglo-Saxon de-

scent. Other traits included gender, where men and women were both represented, however women represent 15% of expatriates (Kollinger, 2005). This statistic is seconded by Vance and Mcnulty (2014) the pair cited that women are greatly outnumbered in traditional company assigned expatriations. SIEs and expatriates were cited to be highly skilled, educated, holding managerial and executive roles in organisations and receiving high pay (Berry & Bell, 2012; Ariss & Crowley, 2013). In stark contrast to the former descriptions, migrants on the other hand, in the literature, refer to racial and ethnic minorities, represent men and women equally, both the skilled and unskilled working unskilled and semi-skilled roles and earning low wages with few benefits (Berry & Bell, 2012; Ariss & Crowley, 2013).

The key differences regarding SIEs, expatriates and immigrants relate to race, gender, class and profession. All the groups have in common, the movement across country boundaries to find employment. A relevant point is that migrants are seen as lesser, while SIEs and expatriates are not. Also caught in the crosshairs are women. Literature shows that migrant woman regardless of skill often perform highly feminized jobs with low pay causing downward job mobility (Berry & Bell, 2012; Ariss & Crowley, 2013). Berry and Bell (2012) attribute this to the class processing of organisational practices. Reflecting the inequity migrants face because of class, female SIEs and expatriates face similar inequities because of gendering practices in organisations. Literature shows that women expatriates are a minority in their own right (Berry & Bell, 2012). The research calls for diversity in focus in international management research (Berry & Bell, 2012; Ariss & Crowley, 2013). Most current research looks only to report on the most advantaged in terms of education ethnicity and social status.

4.9 Foreigner well-being

Job satisfaction is a key indicator of well-being. Over the last 7 years, scholars have shown an interest in investigating the well-being of international immigrants. Job satisfaction according to Wang and Jing (2017) is the positive opinion employees hold when they appraise the organisation that they are employed at, the appraisal of their employer is based on their jobs or experiences at work. Even more so, job satisfaction has been linked to employee organisational commitment and negatively correlated to absenteeism and intent to turnover (Wang & Jing, 2017). Overall job satisfaction has a predilection to reinforce the positive and to curtail the negative. The

pertinence of immigrant job satisfaction comes as a result of increased numbers of immigrant workers. Countries like the US. Canada, New Zealand and Australia in the last 10 years have accepted more and more immigrants, and contributed to the general diversity of the workforce in these countries. Moreover, immigrants contribute to economic growth make non-negligible influences to the host countries sustained economic success. As such, research on immigrant well-being has gained popularity, Wang and Jing (2017) proposed two key avenues for factors of immigrant well-being, namely; work-related factors and non-work related factors. Workplace related factors include all factors tied to the workplace. On the other hand, non-workplace related factors involve various things, for example, demographics, job specifications, work environment, as well the skills, knowledge and abilities of individual employees.

Environmental factors, job characteristics and work specific personal factors are three elements cited as work-related factors linked to immigrant job satisfaction. Environmental factors are explained and related to how information is disseminated in the immediate work environment and how the receiver (employee) interprets it. The receiver may develop several psychological states, resulting from both the information received and how they decode it. Studies on immigrant satisfaction focus on key areas such as management practices, culture, social relationships and organisations climates as elements of the work environment. This is because management practices and the forenamed elements have power that can both improve and impede employee satisfaction. Ensher, Grant-Vallone and Donaldson (2001) maintained that discriminatory and prejudicial management practices negatively impact immigrant job satisfaction. In this case, discrimination refers to biases concerning, race, gender, nationality, education, physical ability and cultural background. Empirical inquiry shows that discrimination causes reduced psychological well-being and successively lower job satisfaction. Preceding the basic concept of discrimination, the unfair treatment also includes distributive injustice, procedural injustice and interactional injustice. These refer to an imbalance in how targets are distributed to unfairness in procedures used to reach targets and biases related to interactions with others in the workplace. Where an employee observes that resources are unevenly allocated and the co-workers are verbally abusive, the employee may regard these actions as discriminatory and this may result in dissatisfaction. Immigrant workers, who face prejudicial treatment, commonly display low levels of job satisfaction.

High-performance work systems which are a school of thought in human resource practice are a means of management that focuses on the empowerment, motivations and skills development of employees. Immigrants with roles in organisations' employee HPWS are shown to have higher levels of works satisfactions.

Work specific personal factors include competency related factors, work-related psychological states, work specific factors characteristics. These aforementioned elementary factors were used by Wang and Jing (2017) to explain job satisfaction further and are regarded as the second greatest influence on immigrant well-being and job satisfaction. Regarding work specific factors, previous inquiry displayed that great job satisfaction is linked to high professional status and professional level. Feelings of stress, pressure and anxiety are caused by facing difficulty in keeping up with targets and adjusting to the work environment. Perceived stress according to An et al. (2016) harms immigrant job satisfaction. A study conducted by Pasca and Wagner (2011), assumed that immigrants would report greater levels of occupational stress, their findings opposed their initial assumptions, the pair attributed the unexpected outcome to their sample being composed greatly of white-collar workers. Pasca and Wagner (2011) also could not find support for their supposition that immigrants would display lower job satisfaction than natives. The results, however, did show that natives who work in the fields of health, education and social work enjoyed greater occupational based satisfaction than their immigrant counterparts (Pasca & Wagner, 2011). According to Cabaj (2008) increased tenure which is how long an employee's stays in an organisation has a positive relationship with job satisfaction. As mentioned before authors Pasca and Wagner (2011) as well as Neto, Wilks and Fonseca (2019) also found support for the notion that the length of immigration results in better mental health, job satisfaction and subsequently overall higher well-being.

4.10 Theories about foreign nationals in the workplace

Just two theories were identified in the literature on foreign nationals. Imoagene (2018) referred to segmented assimilation theory (SAT); in her article about second-generation Nigerians in the US. The second theory applied to foreign nationals in the workplace is minority stress theory.

a. Segmented assimilation theory suggests that black and Hispanic second-generation citizens have desolate prospects, as far as socio-economic pro-

gress is concerned. Imogene's (2018) research discredits the theory maintaining that it ignores that second-generation citizens do have a culture of mobility that results in and fosters upward movement in organisations. Moreover, Imogene (2018) critiqued that segmented assimilation theory's focus on youth and adolescence is a weakness; as outcomes for adults can only be forested. Furthermore, criticism of the theory highlighted that it is too negative concerning prospects of second-generation immigrants, this in contrast to research that shows that immigrant children do better than their parents in terms of schooling and profession (Imogene, 2018). Additionally, the theory proves wanting, as at its core, it considers poverty as a key characteristic of immigrants and blackness (Imogene, 2018). Moreover, as early as 1999 scholars had identified flaws in SAT. Neckerman, Carter and Lee (1999) mentioned that SAT regarded minority culture as a set of cultural features. The group of researchers criticized SAT as it came close to pigeonholing some cultures as good and others as bad (Imoagene, 2018).

b. Minority stress theory was employed by Valez and Moradi (2013). Minority stress theory maintains that higher levels of stress displayed by minorities can be attributed to psychological suffering (Meyer, 2013). In Valez and Moradi's (2013) research minority stress theory was applied to lesbian, gay, bisexual and queer (LGBTQ) employees. Prior research concluded that sexual minorities were subject to four stressors (Meyer, 2013). Firstly, discrimination that is in the workplace sexual minorities my face a number of macroaggression including harassment (Meyer, 2013). Secondly, the need to hide their sexual identity, thirdly the possibility of being stigmatized and finally ingrained heterosexist attitudes (Meyer, 2013). Each of the named factors can be connected to undesirable psychological effects on wellbeing, distress, poor mental health. Valez and Moradi's (2013) research sought to study the relationship between workplace *heterosexism*, discrimination, expectations of stigma, ingrained *heterosexism* and identity management methods with psychological distress and job satisfaction. Overall a significant relationship was found between sexual minority stress, job satisfaction and distress (Valez & Moradi, 2013). Moreover, the four factors of minority stress were found to contribute to job satisfaction and distress in varied ways. Overall, high identify avoidance,

discrimination, expectation of stigma, heterosexist and low identity integrating are positively related to psychological distress and diminishing job satisfaction.

5. Conclusion and recommendations

The ambition of this study was to systematically review the available literature on workplace gossip and foreign nationals. Despite existing publications from as early as the 1960s, in the form of Gluckman (1963) this undertaking paid close attention to current or contemporary articles. This SLR was necessitated by the existing limitations in publications on workplace gossip and foreign nationals. The two areas of inquiry have proved multifaceted, both garnering arduous examination in the last decade. Notwithstanding, the two topics, workplace gossip and foreign nationals merit more attention than they have gotten. The current trends towards globalization occupations oriented around the fluid movement of talent demands research that bridges these two topics and alludes to how they interact (Cleveland, 2018). Section one and two of this dissertation included the introduction and background of the study, these sections are the genesis of this enquiry, steered interest and substantiated the need for the study. Moreover, section three outlined the procedure that was followed to conduct this replicable study, the steps in the search for literature, and detailed inclusion and exclusion. Finally, the findings of the research were presented in section four.

5.1 Research objectives and findings

Section four was purposed at answering the research questions through unpacking past research endeavours. This section will summarize the findings as they pertain to each of the two research objectives labelled a. and b. below.

a. **To determine the extent to which research on minority employees such as foreign nationals being targets of office gossip is conducted.**

- From the retained articles, just 4 articles focused on minorities as targets of gossip. None of the retrieved articles dealt with gossip and foreign nationals specifically. Carrim (2016) investigated black, non-white employees as targets. While Rattan and Dweck (2018) focused on women and racial minorities. Pheko (2018) on the other hand left demographic information out of her research, I considered the ostracized trio to be in some sense a minority group in their fac-

ulty. In her second endeavour, Carrim (2019) focused generally on women and other workplace minorities.

- Where foreign nationals were concerned, researchers focused greatly on prejudice which I would venture to say, may exhibit itself as verbal evaluation. Velez, and Moradi, (2013) and Imoagene (2018) were the only three researchers that dealt directly with discrimination, however a number of the studies cited discrimination and prejudice as part of the immigrant experience while working abroad and alluded to the theory to redact the interaction of factors. The articles displayed impressive thoroughness and rigour but required reductive logic to make linkages to gossip. This finding certainly calls for great focus on the link between gossip and foreign nationals.

b. **To determine the theoretical perspectives used to study office gossip related to minority employees.**

- Contact theory maintains that the resentment between two groups can be remedied with increased interaction (Allport, 1954). Restrictions lowering hostilities between groups requires equality in the status of the two groups, mediations of an external party and organisational support through the policies and practices passed by management (Allport, 1954). Research indicates that contact reduces discrimination. Where isolation and prejudicial norms prevail, contact is diminished and minorities remain targets of gossip.

- Social identity theory which holds that group membership, is dependent on 3 cognitive processes and these processes determine if an individual is part of a dominant in-group or part of a minority out-group (Tajfel &Turner, 1978). Group membership hinges on discrimination and prejudice and context. Social classification is based on sex, age and religion which allows individuals to differentiate from others. Bias toward an in-group can be compared to ethnocentrism. Positive social identity results from an individual's favourable intergroup comparison (Tajfel &Turner, 1978).

- Social dominance theory states that societies are arranged into hierarchies. The hierarchies, are expected to afford power to select groups. Firstly, adults are afforded power over children and the youth, secondly, men are afforded political and military power in disparate levels over women and thirdly, arbitrary set sys-

tems, namely race, ethnicity, gender, class, clans and religion Pratto, Sidanius, and Levin, (2006). The desire to maintain or enhance one's desire in the hierarchy results in a willingness to accept unfair evaluations and to legitimize inequality Pratto, Sidanius, and Levin, (2006). As such high-status perpetrators may use gossip as a means of maintaining social dominance (Pheko, 2018).

5.2 Recommendations

The SLR proved the expansive nature of gossip and foreign nationals. The topics are intriguing and are well founded in present organisational functioning. The study revealed grave deficiencies surrounding research on workplace gossip and foreign nationals in particular as minorities. Further research is imperative to better understand the experience of foreign nationals in the workplace. I propose that researchers in future pay attention to:

- Building an empirical enquiry into whether foreign nationals are targets of gossip. Though in light of the current study this seems to be eminent and there is a need for evidence driven commentary research.
- An inquiry into how gossip impacts the wellbeing of foreign nationals.
- What impact does gossip have on foreign national integration?

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Appendix A Data extraction sheet

SLR literature selection index							
No.	Author	Year published	Journal	Database	Title	Abstract summary	Inclusion status
1	Abbajay	2014	Career stone	Google search	The danger of workplace gossip	In this research the study leader outlines the negative impacts of workplace gossip.	Included
2	Ariss, A. A.; Crowley-Henry, M.	2013	Career development international.	Emerald Insight	Self-initiated ex-patriation and immigration in the management literature.	In the study philosophies surrounding self-initiated expatriation are reviewed. The results showed that existing management literature focuses on the privileged. The researchers maintained that the research on expatriation needs to be more inclusive.	Included
3	Bardy, Brown & Liang	2017	American psychology association	Research Gate	Moving beyond assumptions of deviance the re-conceptualization and measurement of workplace gossip	The research paper highlights the dual nature of gossip and conceptualises an 8-point scale for gossip. The researcher also link gossip to other organisational outcome like: self-esteem, justice, performance and turn over.	Included
4	Berry, D. P.; Bell, M. P.	2012	Gender work and organisations.	Research Gate	"Expatriates": gender race and class distinctions in international management.	The study focused on expatriates and other working immigrants that are less affluent. The research argues that the lack of attention paid to this group reinforces, gender, race and class based inequities and negatively impact the poor. The research focuses heavily on gendering as an influence in the described trends.	Included

5	Bertolotti, T.; Magnani, L.	2014	Synthese	Springerlink	An epistemological analysis of gossip and gossip based knowledge	The authors endeavour to develop an epistemological frame for gossip The paper provides an analysis of the epistemic dynamics of gossip as well as the outlines the epistemological labelling of inferences characterizing gossip.	Included
6	Britch, Chiang & Zhang	2018	Journal of Management	Sage Journals	Perceptions of negative workplace gossip on self-consistence theory	Article use self-consistency theory; results how negative gossips negatively impacts the subject's self-esteem. The focus of the study is on targets of Gossip	Included
7	Carrim, N	2016	Journal of psychology in Africa	SAJIP	Shh…quiet! Here they come. 'Black employees as targets of office gossip	This research focused on the experiences black people of racial profiling by their non-black colleagues. The research concluded the sufferers of gossip felt their work performance was undermined.	Included
8	Carrim, N. M. H	2018	SA journal of industrial psychology	SAJIP	Minorities experience of office gossip.	In the article, the researcher looked to ascertain at what level has research on gossipbeen done on minorities. The research concluded that the main areas of study had focused of women as minorities and racial minorities.	Included
9	Cole	2014	American ethnologist	Google scholar	The télèphone malgache: Transnational gossip and social transformation among Malagasy marriage migrants in France	The undertaking explores the phenomenon of Malagasi immigrant's marrying French nationals. The researcher mains to evaluate the télèphone malgache an informal communication structure connecting players in the process.	Excluded (Inaccessible)

11	Damas De Matos, A.	2012	London school of economics.	Emerald Insight	The careers of immigrants.	The researcher investigated the wage gap between Portuguese citizens and immigrant in Portugal.	Included
12	Decoster, S; Camps, J; Stouten, Jeroen; Vandevyvere, L. Tripp, M. T.	2013	Journal of business ethics	Spring-erlink	Standing by your organisation: the impact of organisational identification and abusive supervision on follower's cohesion and tendency to gossip.	The research tests the relationship between abusive supervisor, organisational identification, perceived cohesion and gossip. The findings suggest that organisational identification functions as a buffer for employees with an abusive supervisor.	Included
13	Drotbohm	2010	African and black diaspora: an international journal.	Taylor Francis	Gossip and social control the seas: targeting gender, resources inequalities and support in Cape Verdean transitional families	The research studies gossip within transitional families living in Cape Verd. The researchers found that transitional gossip has a significant impact on imposing norms, this gossip could be used for social control.	Excluded
14	Eckaus, E; Ben-Hador, B.	2019	Journal of gender studies.	Taylor Francis	Gossip and gender differences: a content analysis approach.	In the study the investigators seek to understand the difference in gossip habits between men and women. The study found that men and women engage in the same amount of evaluative talk. Men were found to gossip more about men gossip less about social relationships and appearance than men. Furthermore, gossip topics propagated by women is often classed as positive.	Included
15	Ecklund,	2016	Social	Oxford	Gossip as social	The article pursues to investigate the	Included

	H. E.		problems		control?: Informal sanctions on ethical violations in scientific workplaces.	use of gossip as a tool in universities to warn faculty members against misconduct. Moreover the researcher evaluates the effectiveness of gossip as a means of social control.	
16	Emerald publication	2018	Emerald group publishing	Emerald Insight	Building a personal reputation	The undertaking seeks to build on contemporary research on gossip and reputation building. The research concluded that gossip is useful tool for building reputation.	Included
17	Farley, S. D.; Hart, W. J.	2010	The journal of social psychology.	Research Gate	On coffee talk and break-room chatter: perceptions of women who gossip in the workplace.	The authors evaluated the perceptions of female gossipers in the workplace. Frequent gossipers were perceived as having a great need to exert control; furthermore, more frequent gossipers were regarded as less emotionally warm.	Included
18	Font, A.; Moncada, S.; Benavides, G. F.	2012	International archive of occupational environmental health	Springerlink	The relationship between immigration and mental health: what is the role of workplace psychosocial factors?	The endeavour takes into the effect of the workplace on mental health. The researchers made use of a questionnaire to collect data. Immigrants, who experienced high demand to, hide emotions, high emotional demand and low possibility for development etc. had worse perceived mental health.	Included
19	Gholipour, Kozekanan & Zehtabi	2011	Emerald group publishing	Emerald Insight	Utilizing gossip as a strategy to construct	The article reviews seminal work on the topic of gossip in order to propose a formula to calculate the spread of gossip. The researcher focuses on functional aspects of gossip and in particular how gossip can be used to find out information.	Included
20	Imoagene,	2018	International-	Spring-	Stepping up your	The research investigates the experi-	Included

	O			tional mi-gration and integration	erlink	game: workplace experiences of second-generation Nigerians in the USA.	ences of second generation Nigerians living in the USA. The data was collected through semi structured interviews. The findings showed an even split between respondents who felt racially discriminated against. The respondents showcased to techniques to overcome discrimination, namely: assimilating and over-preforming. This aligns with minority cultures mobility theory and contradicts the segmented assimilation theory.	
21	Jeuken, E; Beersma, B; Velden, F.S; Dijkstra, M. T.	2015	Wiley Periodicals	Wiley Online	Aggression as a motive for gossip during conflict: the role of power, social value, orientation and counterpart's behaviour.	The endeavour looked to scrutinize the relationship to social value orientation, workplace behaviour and power and the motive to utilize as gossip as passive aggression. Participants that have competitive co-workers displayed a great likelihood to use gossip as a tool for aggression.	Included
22	Jiang, Xu, Hu	2019	International journal of environmental research an public health	Pub Med	Can gossip buffer the effects of job security on workplace friendships?	The paper looks at the relationship between job insecurity and employee social acceptance. The research proposed that engagement in negative gossip buffers the negative impact of job loss.	Excluded
23	Karatun, I,	2013	Qualitative research in organisations and management	Emerald insight	Targets' coping with workplace bullying qualitative study.	The article outlines an investigation on the coping strategies employed by victims of workplace bullying. Five strategies were identified namely avoidance, losing patience, confrontation, perceiving threats to personal health, seeking	Excluded

						support, despair, destructive coping and giving up.	
24	Karatuna, Isil	2013	An International Journal	Emerald insight	Targets coping with workplace bullying: A qualitative study	The investigation aimed to understand victims of gossip and further comprehend the escalation and de-escalation effects.	Excluded
25	Kelly	2019	Education + Training	Emerald insight	The group dynamics approach to leadership	The article looks to study the group dynamics approach to leadership.	Excluded
26	Kiss, Meester, Kristensen & Braeckman	2014	Int arch occup environ health	Springerlink	Relationships of organisational social capital with the presence	The aim of the study is to investigate the association of organisation social capital and the presence of gossip, slander and sick leave. The research surveyed 239 participants employed at nursing homes.	Included
27	Kiss, P; De Meester, M. Kristensen, T. S.; Braeckman, L.	2014	International Archive of environmental health	Springerlink	Relationships of organisational social capital with the presence of "gossip and slander," "quarrels and conflicts," "sick leave," and poor work ability in nursing homes.	The undertaking reviewed the link between organisational social capital (OSC) and gossip and slander, quarrels, sick leave prevalence of poor ability in frontline working personnel of a nursing home. A questionnaire was distributed among 239 participants. Results show a strong and significant association between OSC and poor work ability and the 3 aforementioned points.	Included
28	Kong	2019	Frontier media, SA	Pub Meb	Corrigendum: Effect of perceived negative workplace gossip on employees' behaviors		
29	Kou, K; Quinton, S;	2016	The International	Taylor Francis	Gossip in the workplace and	The article focuses on interpreting gossip literature using the social cognitive	Included

	Lu, Chiu-Yi; Lee, I		Journal of Human Resource Management		the implications for HR management: a study of gossip and its relationship to employee cynicism.	theory and the social information theory. The article highlighted two new constructs, namely job-related gossip and non-job-related gossip. The research cautioned HR managers against the effects of gossip and its propensity to foster cynicism in employees.	
30	Kuo, C.; Chang, K.; Quinton, S.; Lu , C.; Lee, I .	2014	The international journal of human resource management.	Taylor Francis	Gossip in the workplace and the implications of HR management: a study of gossip and its relationship to employee cynicism	In the paper the authors study gossip, the research applies the social information theory and social cognitive theory to analyse the plentiful literature on gossip. The result indicated that job related gossip predicted employee cynicism and mediated the relationship between psychological contract violation and cynicism.	Included
31	Lai D. W.L.; Shankar, J.; Khalemaa, E.	2017	Immigration and integration	Springerlink	Unspoken skills and tactics: essentials for immigrant professionals in integration to workplace culture	The article delves into the integration challenges faced by immigrant workers in the workplace. Furthermore, strategies for fostering integration are also introduced.	Included
32	Lewis, J J.	2015	Studies in religion	Sage Publications	Verbal exuberance and social engineering gossip in Hafetz Hayim	In this paper the researcher evaluates a religious Jewish text called the Hafetz Hayim. The author argues that the text does not seek to put a stop to negative gossip but encourages negative gossip to be directed at those who threaten the nascent (people who have newly started to explore their spirituality).	Excluded
33	Liu, X. Y;	2018	Springer	Spring-	Introverts main-	The research investigates the mediating	Included

	Kwan K. H; Zhang X		science	erlink	tain creativity: A resource depletion model of workplace gossip.	and moderating role of exhaustion and extroversion on negative workplace gossip. Further the article outlines employees' experiences of negative gossip and its impact on negative gossip.	
1	Martinescu, E., Janssen, O., & Nijstad, B. A	2019	Oxford Hand Book of Gossip and reputation	Oxford	Self-evaluation and other directed emotional behavioural responses to gossip about the self.	The article deals with the impact of self-relevant gossip in comparison to self-relevant feedback, it was found that gossip has self-directed emotional consequences on the subjects of gossip.	Included
34	Mohammad, A; Vasquez, C	2015	Wiley Periodicals	Wiley Online	'Rachel's not here': constructed dialogue in a gossip.	In the paper the researchers look to present a longitudinal gossip episode and conclude that gossip is the fulcrum on which group members navigate norms and build a mutual ethical outlook. The research also concluded that group norms are constantly in flux.	Included
35	Net, F.; Wilks, D. C; Fonseca, C. M.	2019	Springer science	Springerlink	Job related well-being of immigrants.	The article investigates the working lives of immigrants. The paper highlighted wellbeing and job satisfaction as markers of immigrant adaptation. The research used a sample of Portuguese immigrants working in Switzerland. It was found that a longer immigration period led to great workplace wellbeing.	Included
36	Niehammer, I.; Davis, S.; Degioanni, S.; Drummond, A.	2009	Sleep	Oxford	Workplace bullying and sleep disturbances: Findings from a large cross-sectional survey in the	The research looked at the relationship between workplace bullying in France and sleep disturbances.	Excluded

					French popula-tion.	
37	Pasea, R. ; Wagner L. S.	2012	Springer science	Spring-erlink	Occupational stress, mental health and satis-faction in the Ca-nadian multicul-tural workplace.	The research primarily focuses on oc-cupational stress, mental health and sat-isfaction as experienced by immigrant individuals. The research utilized ques-tionnaires and surveyed 42 Canadian born and 42 non-Canadian born individ-uals. The research concluded that there are positive outcomes for non-Canadian born individuals living in Canada.	Included
38	Pheko, M.	2018	Journal of human be-haviour in the social environ-ment	Taylor francis	Rumours and gossip as tools of social undermin-ing and social dominance in workplace bully-ing and mobbing practices: A clos-er look at per-ceived perpetra-tor motive.	The research focuses on gossip and rumour as a tool to bully other in the workplace. Furthermore the research looked to make use of auto-ethonograpy to produce a qualitative empirical inquiry of workplace bullying where bosses are the perpetrators	Included
39	Raj, J	2019	Critique of Anthrop-logy	Sage Publica-tions	Rumour and gos-sip in a time of crisis: Resistance and accommoda-tion in a south Indian frontier	The research observes the occurrence of rumour and gossip among a group of tea workers in Kerala India. The re-searcher found that gossip and rumour are useful tools for the disciplining of staff.	Included
40	Rattan, A.; Dweck, S. C.	2018	Journal of applied psychology	Emerald Insight	What happens after prejudice is confronted in the workplace? How	Their research looks to understand how work relationships are impacted by con-fronting prejudice. The pair of research-ers develops a framework of under-	Included

					mind-sets affect minorities and women's' outlook on future relations.	standing reactions to prejudice. The research found the female minorities who face prejudice head on maintained a more positive outlook.	
41	Robison, B.	2016	The monist	Oxford	Character, caricature and gossip.	The article deals with how gossip can enforce norms. Further the research looks to outline how false evaluative talk can create an unrealistic and ultimately untrue image of someone.	Included
42	Shaw, A; Tsvetkova, M; Daneshvar, R	2011	Wiley periodicals	Wiley Online	The effect of gossip on social networks.	The research concentrated on developing a model of the impact of gossip in a social network. The trio of researchers uncovered that gossip that spreads outside the gossip triad has strengthening effects on the social network. Conversely gossip that remains within the triad eventually destroys the triad.	Included
43	Strömgren, M.; Tammaru, T.; Danzer, A. M.	2014	Demography	Emerald Insight	Factors shaping workplace segregation between natives and immigrants.	The research studies the segregation of immigrants in the workplace.	Included
44	Van Iterson, A.; Clegg, stewart	2008	Human relations	Sage Publications	The politics of gossip in inter organisational relationships	The article focuses on gossip on the macro or organisational level.	Included
45	Vance, M. C.; McNulty, Y.	2014	International studies of management and	Springerlink	Why and how women and men acquire global career experience: a study of	In the study Vance's model of pre-expatriation international career development model is used to survey experiences of women who undergo self-imposed expatriation.	Included

					American expat-riates in Europe.	
			Organisa-tion				
46	Velez, B. L.; Moradi, B.	2013	Journal of counselling psychology	Taylor francis	Testing the tenets of minority stress theory in the workplace.	The research examined minority stress-ors such as, workplace discrimination, expectations of stigma, internalized het-erosexualism, and identity management strategies, within a group of 326 sexual minority employees. It was found that for women the positive association of dis-crimination with distress was higher where there was great internalized het-erosexualism.	Included
47	Wang, Z; Jing X.	2018	Springer science	Spring-erlink	Job satisfaction among immigrant workers: a review of determinants.	The undertaking surveys the level of job satisfaction experienced by immigrant workers. In the research several deter-minates are identified, namely: work-environment; job characteristics and personal factors. Non-work specific fac-tors were also identifying for example: language, cultural traits, and acculturation.	Included
48	Wu, x; Kwan, K. Ho.; Wu, L.; Ma Jie	2018	Journal of business ethics	Spring-erlink	The effect of workplace nega-tive gossip on employee proac-tive behaviour in China: The mod-erating role of traditionalist.	The study observed the interaction of negative workplace gossip and proac-tive behaviour. Moreover the research-ers investigates the mediating and mod-erating role of target's emotional ex-haustion and the targets traditions.	Included
49	Zinko, Tuchtan, Hunt,	2017	Emerald group pub-lishing	Emerald Insight	Gossip: a chan-nel for the devel-opment of per-	The research investigates the relation-ship between gossip and individual rep-utation development. The research	Included

					sonal reputation	group confirms that gossip contributes to organisation identity and reinforces group norms. The research group maintains that gossip plays a more significant role in building personal reputation than more formal communication.	
50	Reichard, J. R.; Dollwet, M.; Louw-Potgieter, J.	2014	Journal of leadership and organisational studies	Sage Journals	Development of cross cultural psychological capitals and its relationship with cultural intelligence and ethnocentrism	The study looks to extends the construct psychological capital into the domain of cross cultural psychology.	Included

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1. General introduction

Gossip or evaluative speech is an occurrence that is highly prevalent in all social spheres, and the work place is no exception. Gossip forms a considerable portion of verbal and non-verbal exchanges in the workplace (Al-Hndawl, n.d; Dunbar, 2004; Breesma & Van Kleef, 2011; Eldwardt, Labiance & Wittek, 2012). These forms of exchange have the probability to project prejudice on the subjects and influence workplace relations if left unmonitored. Workplace gossip can have sizable effects on an organisation (Gluckman, 1963). Firstly, gossip can curb the productivity of employees, by detracting from the workforce's focus on their assigned tasks (Dazinger, 1988; Michelson & Mouly,2004). Furthermore, gossip can strengthen divides among staff members reinforcing strata in the organisation and in some instances can be seen as workplace incivility or bullying (Kieffer, 2013). The mentioned implications cumulatively result in a downturn in organisational performance. In light of the tallied negative effects, many practitioners vouch that

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