

Impact of Workplace Ostracism on Organizational Citizenship Behavior: The Mediating Role of Job Performance and The Moderating Role of Perceived Organizational Support

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Abstract

This study investigates the mediating role of job performance in the relationship between workplace ostracism and organizational citizenship behaviour (OCB). It also examines the moderating effect of perceived organizational support (POS) on the relationship between job performance and OCB. Using a cross-sectional design, quantitative data was collected through questionnaires from 250 mid-level managers in Pakistan's automotive assembly sector. Statistical analysis using PLS-SEM revealed that workplace ostracism has a significant negative influence on job performance ($\beta = -0.527$), while job performance has a significant positive influence on OCB ($\beta = 0.278$). The findings confirm that job performance significantly mediates the negative effects of workplace ostracism on OCB. However, the moderating role of perceived organizational support was not statistically supported. These results provide key insights for managers and policymakers, emphasizing the need for inclusive policies to combat workplace ostracism, which can in turn enhance employee performance and foster positive citizenship behaviours within organizations.

Keywords: Workplace ostracism, Organizational citizenship behavior, Job performance, Perceived organizational support, Social exchange theory, Pakistan

Introduction

It is a common occurrence for workers to be ignored by their coworkers, a practice known as "workplace ostracism" (Singh, Subramani, David, & Jan, 2024). As a result of workplace ostracism, individuals are unable to meet their psychological requirements since they are unable to socialize (Khan, Fatima, Fayyaz, & Hussain, 2024). Indeed, ostracism in the workplace can have a negative influence on employees' physical well-being (Fatima, Bilal, Imran, & Sarwar, 2023). Because of the greater emphasis on cooperation and interpersonal communication, it is important to recognize the harmful impact of workplace ostracism (Dahiya, Singh, & Pandey, 2025).

Workplace ostracism is a considerable factor in determining a person's sense of belonging and productivity at work. Contrary to popular belief, very little study has been done on the effects of ostracism (Burhan, 2025) because of its prevalence and harmful impact, workplace ostracism has become an organizational issue, according to (Ågotnes, Nielsen, Skogstad, Gjerstad, & Einarsen, 2024; Robinson & Schabram, 2019). Many studies have indicated that the presence of workplace ostracism is linked to a variety of workplace conducts such as job abandonment, violence, and personal conflict. Because of the significance of demands for satisfaction and the necessity of self-regulation, ostracism can have a substantial impact on workplace behaviors such as performance.

There is an increase in the interest in the study of organizational citizenship behaviors (OCB) which are behaviors in workplace that occur beyond the technical core but are a part of the social and psychological environment of working however, in the end they can contribute to the overall performance of an organization (Fan, Wider, & Chan, 2023; Shafiq, Akhtar, Ismail, & Awais, 2021). In today's corporate climate, the usefulness of OCB is enhanced by the boundary-spanning nature of work functions. The importance of OCB may also grow in international environments where major economic and societal change is taking place as

businesses recognize that performance involves both in-role and discretionary features (Fan, Wider, & Chan, 2023). Personnel can exhibit their citizenship behavior in five ways: altruism, conscientiousness, sportsmanship, courtesy, and courtesy (Dedic, Hadzaihmetovic, & Mujezinovic, 2022).

The existing literature lacks insight into how workplace ostracism impacts OCB, shaping varied employee responses to exclusion. Understanding conditions that lead to prosocial, antisocial, or withdrawn behaviors remains underexplored. The context-dependent nature of workplace ostracism highlights the value of quantitative analysis to obtain a thorough understanding of this phenomenon (Fatima et al., 2023). Emotional exhaustion happens when people are overworked, especially if they feel isolated at work. Lack of support from others also adds to this feeling of tiredness (Wang, Ma, Yuan, & Chen, 2023). Although many researchers have investigated the direct effects of workplace ostracism, few have looked at the causal processes that associate workplace ostracism to behavioral consequences. Therefore, the purpose of this investigation is to analyze the workplace ostracism in HEIs of Pakistan via quantitative experiences by examining the impact of workplace ostracism on OCB with an emphasis on the controlling role of perceived organizational support. This study also highlights how emotional exhaustion reduces work performance due to overworked administrative staff in Pakistan. Mirza, Haider, Taj, and Bilal (2020) claimed that workers experiencing stress in the workplace are strongly associated with negative outcomes that can lead to long-term losses.

The primary objectives of this research are to analyze how workplace ostracism affects job performance in relation to OCB and to evaluate whether job performance mediates the relationship between workplace ostracism and OCB. Additionally, the study aims to assess the moderating effect of perceived organizational support on the connection between job performance and OCB. These objectives collectively seek to deepen the understanding of factors influencing employee behavior and performance within the organizational context.

While it is established that workplace ostracism is a common and detrimental phenomenon, significant gaps remain in the literature regarding its specific impact on positive employee behaviors. Researchers note that very little study has been done on the effects of ostracism and that few have explored the causal mechanisms that link it to behavioral consequences (Das & Ekka, 2024). Specifically, the literature lacks insight into how workplace ostracism shapes organizational citizenship behavior (OCB) (Ametepe, Otuaga, Nnaji, & Arilesere, 2024). To address this gap, the primary objective of this research is to analyze how workplace ostracism affects job performance and OCB. The study further aims to evaluate the mediating role of job performance in the relationship between workplace ostracism and OCB, and to assess the moderating effect of perceived organizational support on the link between job performance and OCB. The significance of this study lies in its potential to deepen the understanding of these critical factors, providing valuable insights for managers in Pakistan's automotive sector to ease the negative effects of social exclusion and establish a more productive and supportive working environment.

Literature Review

Social Exchange Theory serves as a foundational framework for understanding workplace relationships and their influence on employee behaviors and performance (Cropanzano, Anthony, Daniels, & Hall, 2017). Human interactions are based on a cost-benefit analysis, where individuals are motivated to engage in relationships that offer mutual rewards, reciprocity, and trust (Cross & Dundon, 2019). This theory is applied here to explore how workplace dynamics, particularly ostracism, job performance, OCB, and perceived organizational support, affect each other.

Research questions formulated for this study delve into the complexities of workplace relationships and behaviors through the perspective of social exchange theory. Firstly, this study seeks to investigate how workplace ostracism influences job performance, considering social exchange theory's assertion that trust and reciprocity are foundational to effective relationships. Negative interactions, such as ostracism, may disrupt these reciprocal bonds, potentially leading to diminished job performance. Second, the research looks at whether job performance acts as a mediator in the link between OCB and workplace ostracism. Social exchange theory suggests that individuals are more likely to engage in cooperative, citizenship-oriented behaviors when positive reciprocal relationships exist; however, ostracism could weaken these ties, impacting

performance and readiness to participate in citizenship behaviors (Yi, Gong, & Lee, 2013). Finally, the study addresses the controlling role of perceived organizational support on the link between job performance and OCB. Social exchange theory posits that support and reciprocity from the organization can strengthen positive social exchanges, possibly buffering against the adverse effects of ostracism (Fatima, Bilal, Imran, Ayub, & Arshad, 2024). Together, these questions aim to deepen the understanding of how social exchange theory can explain the impact of workplace relationships and support on worker behavior and performance.

Workplace Ostracism and Job Performance

Both scholars and legislators now give workplace ostracism top priority (Fatima et al., 2024). Many organizations have certain personnel who are routinely shunned or disregarded by their peers (Sharma & Dhar, 2024). This results from their perceived challenge to the "status quo," or conventional wisdom. Such workers might bring fresh ideas or challenge accepted wisdom, which would irritate some others. As a result, they are shunned since they are thought to be upsetting the accepted rules in the company. Ostracism in the workplace has been proven to cause negative reactions. Research has shown that when people are rejected, it adversely affects their cognitive performance (Koay & Lai, 2023). Individuals experiencing a "deconstructed cognitive state" lose self-awareness (Williams & Carter-Sowell, 2009). People in this mood often pay more attention to the present than they should be thinking long term or forward. This limited attention can restrict their viewpoint and keep them focused on near experiences without a strong feeling of more general personal or future-oriented goals. Ostracism can affect the capacity of an individual to regulate or modify behavior to conform to social norms. This results in an increased tendency to indulge in adaptive behaviors (Oaten, Williams, Jones, & Zadro, 2008) and can hinder the ability to think rationally. In the end, being aware of oneself and being capable of understanding the long-term consequences of one's behavior as essential components of self-regulation, could be diminished (Wagner & Heatherton, 2015). According to the concepts of negative reciprocity those who have been marginalized feel it is acceptable to respond directly to people who have excluding them (Findor, Hruška, Hlatky, Hrustič, & Bošeljová, 2023). This could result in them engaging in more socially-oriented negative work behavior (Hua, Zhao, He, & Chen, 2023).

Thus, research has shown the connection between workplace ostracism with workplace behavior that is negative, like aggressiveness (Chow, Tiedens, & Govan, 2008) and deviant behavior in the workplace (Ferris, Brown, Berry, & Lian, 2008). Furthermore, as per the theory of social exchange and rules of reciprocity, disregarded employees are less likely to recompense such actions to their colleagues. Studies of social rejection have linked it to a decline in prosocial behavior (Twenge, Baumeister, DeWall, Ciarocco, & Bartels, 2007) and Positive social behavior was clearly connected with social acceptance (Schonert-Reichl, 1999). In this context, studies show that those who feel the support of their organization and their coworkers and supervisors tend to be more inclined to participate in civic behavior (Thompson, Bergeron, & Bolino, 2020). Understanding the connections between workplace ostracism and the behavior of the organization's citizenship. The employee may feel alienated, less motivated, or even resentful, ultimately leading to diminished job performance. Therefore, from the view of social exchange theory, workplace ostracism can create an imbalance in the expected mutual support and reciprocity, negatively impacting job performance as the employee no longer perceives a rewarding relationship with their workplace environment (Yao, Ayub, Ishaq, Arif, Fatima, & Sohail, 2022). We can hypothesize on the relationship between these factors.

H1: Workplace ostracism is negatively associated with job performance.

Job Performance and OCB

Earlier research on the factors influencing OCB concentrated on human, organizational, and work elements and leadership style (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Number new studies have started to investigate OCB's precursors from the standpoint of social network characteristics (Bolino, Hsiung, Harvey, & LePine, 2015). It is hypothesized that employees with more network contacts are more likely to participate in OCB (Scott, Zagenczyk, Li, Gardner, Coglisier, & Laverie, 2018). Team cohesiveness can have a substantial effect on OCB as an organizational attribute (Lin & Peng, 2010). Further research has revealed that members of highly cohesive teams often put in more effort, are more engaged in exchanging information and expertise, and engage in more positive behaviors (Huang, 2009).

An employee's proactivity, self-development, and desire to assist peers increase the closer they are to the center of a friendship network (Zhongfeng & Raman, 2023). Similar to how and when emotions brought on by social interaction may result in stronger or weaker ties in partnerships, groups, or networks, positive affect theory describes how and when these changes will effect team cohesiveness (Barsade & Knight, 2015). The degree of a individual's centrality in a alliance and OCB may thus be mediated by team cohesiveness, albeit research on team unity as the intermediating variable is still uncommon in the theory (Chiniara & Bentein, 2018).

According to social exchange theory, when personnel observe that their organization provides them with fair treatment, support, and resources, they get the impression of obligation or motivation to "repay" the organization by going beyond their basic job requirements (Farid, Xiongying, Raza, Gul, & Hanif, 2023). This reciprocation often manifests as OCBs that support colleagues and contribute to a positive workplace (Wang, Zhang, Li, & Henry, 2023). Employees who perform well and receive positive feedback, support, or rewards from their organization are likely to participate in OCB. Personnel view these behaviors as a way of balancing the favorable social exchange with the organization. Therefore, from the viewpoint of social exchange theory, job performance and OCB are linked because high-performing employees feel valued and reciprocate by engaging in actions that foster a collaborative and supportive work environment (Luqman, Zhang, & Hina, 2023). This mutual exchange strengthens both individual and organizational success.

H2: Job performance is positively associated with OCB.

Mediating Role of Job Performance

A person's performance in a job is a behavior that is distinct from the job's consequences, such as productivity and success. Industrial psychology emphasizes the importance of job performance as a key component (Armstrong & Taylor, 2023). Any company's success depends heavily on the performance of its employees. According to previous studies, workplace satisfaction increases when specific attributes help employees do a better job (Dziuba, Ingaldi, & Zhuravskaya, 2020). As a result, a work environment that allows employees to do their duties to the best of their abilities while also providing exceptional service to consumers is needed (Masa'deh, Obeidat, & Tarhini, 2016). Encouraging work environments are also required to improve the attitude of employees, which in turn results in higher performance (Bashir, Amir, Jawaad, & Hasan, 2020).

Social exchange theory suggests that employees' actions are influenced by the rewards and support they perceive within their social environment. When employees experience workplace ostracism, they feel excluded and undervalued, leading to a breakdown in positive social exchanges (Laeque & Khan, 2024). This lack of social reward and support can reduce motivation, which then diminishes job performance. According to social exchange theory, when employees do not feel a sense of belonging or support, they may lack the motivation to reciprocate through high job performance, much less engage in discretionary actions like OCB (Blakely, Andrews, & Moorman, 2005). When employees feel valued and included, they experience positive social exchanges, motivating them to reciprocate through higher job performance and the willingness to go above and beyond through OCB (Cohen, Ben-Tura, & Vashdi, 2012). Job performance becomes a key mediator in this relationship, which fosters a reciprocal relationship with their organization and colleagues, leading to increased OCB.

Therefore, based on social exchange theory, job performance acts as a bridge between workplace ostracism and OCB. When ostracism negatively affects job performance, it reduces the likelihood of employees engaging in OCB. This can be hypothesized as follows.

H3: Job performance mediates the relationship between workplace ostracism and OCB.

Moderating Role of Perceived Organizational Support

Employees build impressions of how much their employer values and cares about them (Carr, Hayes, & Piercy, 2023). Perceived organizational support is a term used to describe the views that employees have about their workplace and how it affects their ability to make sense of their work environment. A practice known as "personification" is used by employees to imbue an organization with human traits (Braxton & Lau-Gesk,

2020). When a company is depicted as an individual, employees may be able to discern whether or not they are being treated favorably or unfavorably by an organization (Waterwall & Alipour, 2021).

Employees form opinions about how genuine an organization is based on the rewards it offers and the working conditions it provides. Social exchange theory suggests that resources feel more valuable when they are offered freely rather than out of obligation. So, when employees see that the company has chosen its benefits and growth programs out of genuine care, they value systems like pay, promotions, and job improvement opportunities more highly (Ali & Anwar, 2021). Such benefits should be repaid in some way, according to the principle of reciprocity. Emotional labor has been shown to have negative effects on both job happiness and productivity, according to a new study. There is evidence supporting the moderating influence of POS. It is discovered that disgruntled employees' creativity was at its peak when both continuous commitment and the POS for creativity were high (Khaliq, Malik, Waseem, & Farooqi, 2024).

Studies like this one have demonstrated that POS moderates the link between stressors and outcomes in both the personal and professional realms. Researchers discovered that the connection between job stress and nurse health was modulated by the presence of POS (occupational stress). It is found that POS among sales staff reduced the unfavorable association between role ambiguity and job satisfaction, role conflict, and the inclination to stay (Stamper & Johlke, 2003). Building on social exchange theory, we argue that the willingness of a high-performing employee to engage in OCB is not automatic; rather, it depends on the quality of their relationship with the organization. Perceived organizational support (POS) is a critical indicator of this relationship's quality. When employees with high job performance also perceive high organizational support, they feel valued and obligated to reciprocate beyond their formal duties, thus strengthening the positive link between their performance and OCB. Conversely, when a high-performing employee perceives low support, they may feel their efforts are unappreciated. In this context, they are likely to limit their contributions to their core job tasks and are less motivated to engage in voluntary citizenship behaviors, thereby weakening the relationship between job performance and OCB. (Olanrewaju, 2021). Based on this argument we hypothesized that.

H4: *Perceived organizational support moderates the relationship between job performance and OCB, such that the positive relationship is stronger when perceived organizational support is high and weaker when it is low.*

Theoretical Framework

The study will laid the foundation on Social exchange theory which found the idea of reciprocity (Aburumman, Salleh, Omar, & Abadi, 2020). The theory of social exchange posits that people are wired to seek out and establish relationships based on reciprocity and mutual trust in order to get the most out of their interactions with one another (Wang & Wang, 2019). Equitable exchange of positive and negative commitments is what is meant by the notion of reciprocity (Aburumman et al., 2020). A non-political work environment, in which academics can form trusting relationships and thus feel less ostracized at work, appears to promote fairness and justice. The self-serving behaviors of individuals in an organization lead to conflicts of interest and distrust between coworkers (Xuecheng, Ahmad, Iqbal, & Saina, 2022). Workplace distrust leads to negative interactions (i.e. ostracism) because employees are unwilling to interact and maintain relationships with those they have mistrust in their workplace (Chang, 2021). Because of this, social exchange theory supports these connections. The study's theoretical framework can be seen in Figure 1.

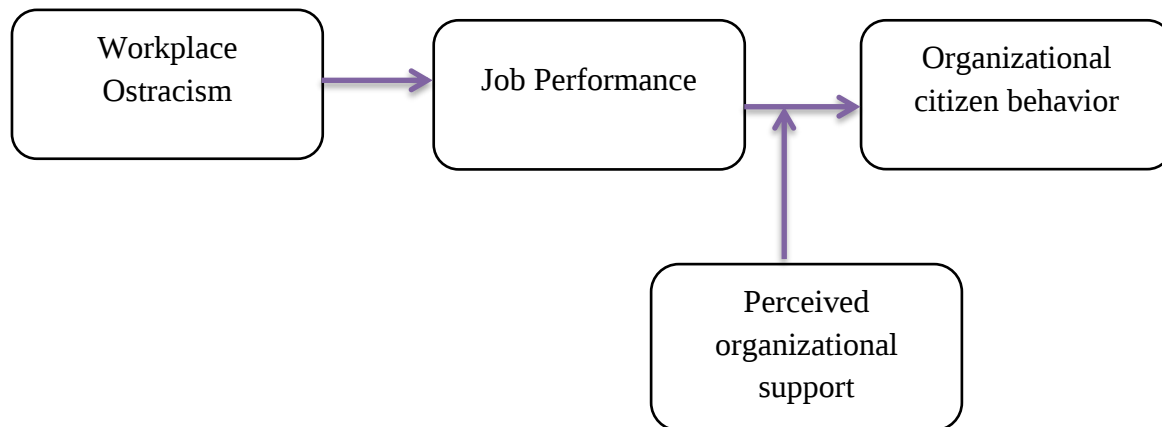


Figure 1: Theoretical Framework

Methodology and Data Collection

This study employed a cross-sectional design to evaluate a theoretical model that proposes a causal links among job performance, OCB, perceived organizational support, and workplace ostracism. The research was conducted in the automotive assembly sector of Pakistan while focusing on mid-level managers. Middle managers from three prominent automobile assembly firms in Pakistan constituted the target population. The unit of analysis for this study was the individual mid-level manager. Participants were selected through a purposive sampling method. We chose purposive sampling to specifically target managers who have relevant knowledge about workplace dynamics. This industry and managerial level were selected due to the substantial influence of middle managers on interpersonal workplace dynamics and performance outcomes. They are particularly attuned to organizational support and social exclusion, such as ostracism, due to their frequent role as intermediaries between operational personnel and senior leadership. Moreover, their function requires exceptional professional performance and civic involvement, both of which are directly linked to the study focus. The human resource departments of the collaborating organizations granted their approval and support. These departments provided lists of middle-level managers, and we directly contacted the selected individuals to invite them to participate in the study and elucidate its objectives. The current study followed suggestions to reduce social desirability bias (Walzenbach, 2019). We reassured research participants that their responses would be kept confidential and made it evident that the survey was intended for academic research only. Also, we thoroughly reviewed each item on the questionnaire to make sure the language remains neutral, therefore preventing any positive or negative implication in the questionnaire. Data was gathered using a quantitative procedure over a validated questionnaire from a sample of middle level managers. The total questionnaire distributed were 500, where 250 responses were received as the remaining 50% were not filled completely that were not considered for further statistical analysis.

Operationalization of Constructs

In this research, several constructs were measured using established items from prior studies. For workplace ostracism, ten items from (Ferris et al., 2008) were used to capture employees' experiences of exclusion in the workplace. Job performance was assessed using six items based on (Ang, Van Dyne, & Begley, 2003) to evaluate how employees meet job responsibilities. Similarly, perceived organizational support was measured with eight items from (Rhoades, Eisenberger, & Armeli, 2001), focusing on employees' sense of organizational backing. OCB was also examined through six items, adapted from (Henderson, Foster, Matthews, & Zickar, 2020), to understand employees' voluntary contributions beyond their formal roles. Using these validated items ensures a consistent and reliable approach to capturing these constructs within the study.

Table 1

Constructs	Items	Reference
Workplace ostracism	10	(Ferris et al., 2008)
Job performance	6	(Ang, Van Dyne, & Begley, 2003)
Perceived organizational support	8	(Rhoades, Eisenberger, & Armeli, 2001)
Organizational citizen behavior	6	(Henderson et al., 2020)

Questionnaire scale

Statistical Data Analysis Tool

PLS-SEM method used to test the data. For the execution of the hypothesis, Smartpls 4.0 version was used. The structural equation modeling (SEM) technique employed to test the causal relationship model of workplace ostracism. First, we present the demographic profile of the respondents in table 2.

Table 2

Demography	Description	Frequency
Gender	Male	180
	Female	70
Age Group	18–27	60
	28–37	110
	38–47	61
	48–57	13
	58 Above	6

Demographic Profile

Measurement Model

Measurement model is the first phase to analyze the reliability of the items of variables. Reliability is measured through composite reliability. While average variance extracted has been used for measuring convergent validity which should be higher than 0.50 of each construct. While outer loading less than 0.70 and threshold for composite reliability is 0.70. For discriminant validity, the Fornell-Lacker method was used that shows how much constructs are distant from each other.

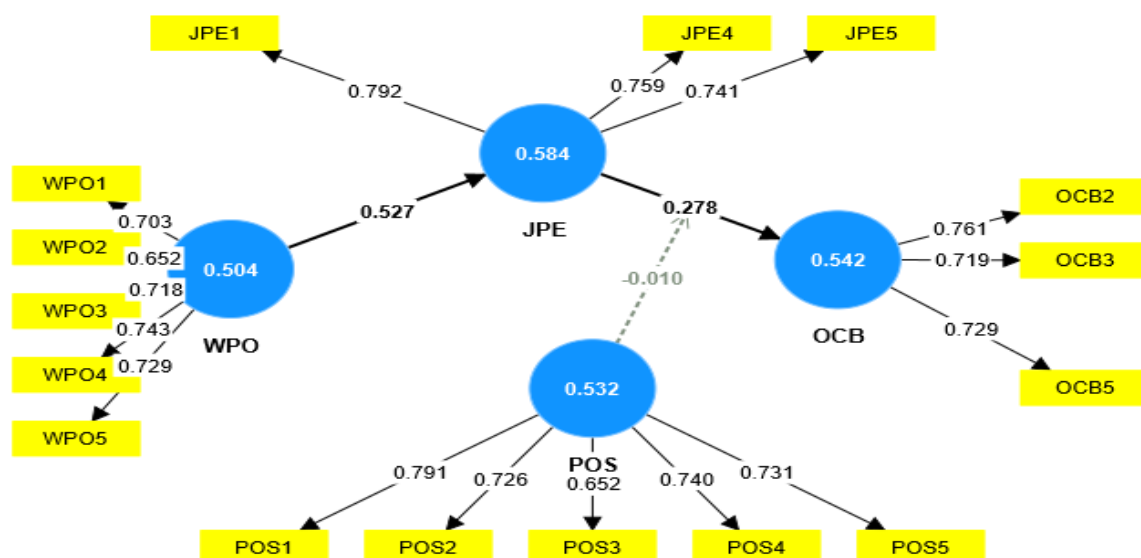


Figure 2
Measurement Model

Validity and Reliability of Constructs

Table 3 represents the validity and dependability assessments for every construct based on item loadings, Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). The loading of every item shows how authentically it reflects its corresponding construct. Calculated for every construct, Cronbach's alpha gauges internal consistency reliability, therefore reflecting the general closeness of the items; larger values usually above 0.7 indicate more consistency. With a suggested threshold of 0.7 or above, Composite Reliability evaluates each construct's general dependability and shows that the questions regularly measure the intended notion. Where values above 0.5 indicate that items within each construct together capture a substantial amount of variance, average variance extracted further supports convergent validity. These measures taken together confirm that the constructions fairly and consistently reflect the desired concepts for the research. After conducting CFA for this investigation few items were deleted (having less item loadings than 0.7) as per the recommendations of (Hair, Hollingsworth, Randolph, & Chong, 2017).

Table 3

Constructs	Items	Loadings	Alpha	CR	AVE
JPE	JPE1	0.792	0.646	0.808	0.584
	JPE4	0.759			
	JPE5	0.741			
OCB	OCB2	0.761	0.592	0.780	0.542
	OCB3	0.719			
	OCB5	0.729			
POS	POS1	0.791	0.794	0.850	0.532
	POS2	0.726			
	POS3	0.652			
	POS4	0.740			
	POS5	0.731			
WPO	WPO1	0.703	0.757	0.835	0.504
	WPO2	0.652			
	WPO3	0.718			
	WPO4	0.743			
	WPO5	0.729			
			0.891	0.900	0.902

Measurement Model Results (Convergent Validity)

Discriminant Validity and Cross Loading

To measure the discriminant validity there are multiple methods like cross loading and HTMT, while the most suitable method is Fornell-lacker that was utilized in current study to analyse the AVE value of study that shows that diagonal values are higher than corresponding values and constructs are discriminant valid. The Fornell-Larcker criterion confirm discriminant validity for the constructs. Each construct's AVE square root exceeds its correlations with other constructs, and each item loads highest on its designated construct. This indicates that each construct is distinct and captures unique aspects of the model.

Table 4

	JPE	OCB	POS	WPO
JPE				
OCB	0.758			
POS	0.645	0.693		
WPO	0.722	0.578	0.623	

Fornell and Lacker Discriminant Validity Matrix

Structural Model

Assessment Direct Relationships

This study focusses on model evaluation and direct relationship analysis. All the hypotheses were found significant except for moderation.

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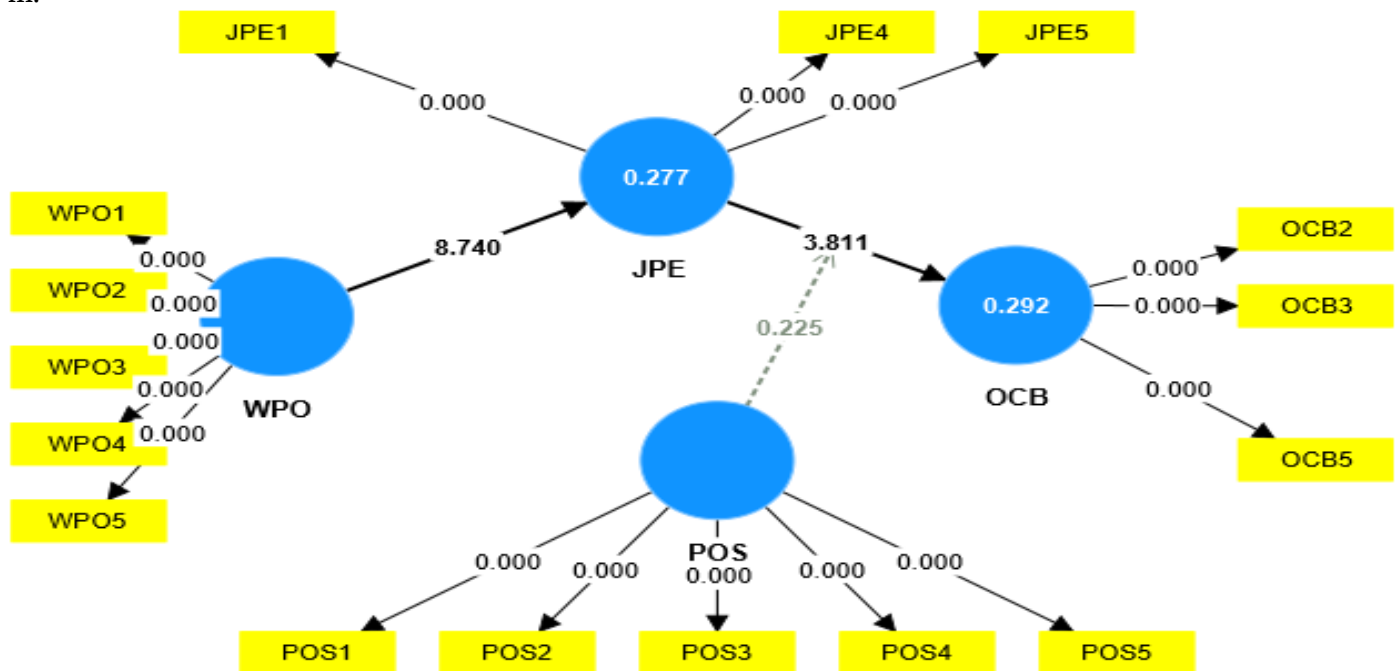


Figure 3
Structural Model Direct Relationship

Table 5

Hypothesis	Relationships	Std. Beta	Std. Error	T-Value	P-Value	2.50%	97.50%	Decision
H1	WPO -> JPE	-0.527	0.060	8.740	0.000	0.407	0.643	Supported
H2	JPE -> OCB	0.278	0.073	3.811	0.000	0.134	0.419	Supported

Results of hypothesis testing (Direct effects)

H1 and H2 hypothesis were supported as shown in Table 5 where P-values were less than 0.05 and T-Values were higher than 1.645.

Mediation Analysis

The test for mediation hypothesis is represented in table 6.

Table 6

Hypothesis	Relationships	Std. Beta	Std. Error	T-Value	P-Value	2.50%	97.50%	Decision
H3	WPO -> JPE -> OCB	0.146	0.044	3.295	0.001	0.067	0.241	Supported

Test of mediation analysis

H3 hypothesis that shows the mediating impact of JPE between WPO and OCB were supported as shown in Table 6 where P-values were less than 0.05 and T-Values were higher than 1.645.

Moderation Analysis

In moderation analysis, T-value becomes very vital. First, through the PLS algorithm evaluate the T-value change from the main effect model. The moderating hypothesis result shown in table 7.

Table 7

Hypothesis	Relationships	Std. Beta	Std. Error	T-Value	P-Value	2.50%	97.50%	Decision
H4	POS x JPE -> OCB	-0.010	0.043	0.225	0.822	-0.072	0.101	Not Supported

Test of moderation (interaction terms)

H4 hypothesis that shows the moderating impact of POS between JPE and OCB were not supported as shown in Table 7. This hypothesis was not supported as P-value is not less than 0.05 and T-Value was less than 1.645.

Discussion and Conclusion

H1 postulated that workplace ostracism influences job performance. The findings show a substantial influence of workplace ostracism influences job performance in the organization ($\beta = -0.527$, $T = 8.670$, $p\text{-value} < 0.05$). The result showing a significant negative relationship between workplace ostracism and job performance reinforces the findings of previous research. This outcome is specifically supported by Koay and Lai (2023), who found that social rejection harms cognitive performance, and Yao et al. (2022), who noted that ostracism negatively impacts job performance by creating an imbalance in the workplace social environment. First to investigate the relationship between work performance and organizational citizen behavior is H2 maintained that work performance shapes organizational citizen conduct. The statistical result verified the H1 hypothesis by checking that job performance considerably affects organizational citizenship behavior ($\beta = 0.278$, $T = 3.811$, $p\text{-value} 0.05$). Our finding that higher job performance is associated with increased OCB is consistent with the principles of social exchange theory. This result aligns with the work of Luqman, Zhang, and Hina (2023), who also argued that high-performing employees reciprocate their positive position by engaging in helpful, voluntary behaviors that benefit the organization.

H3 posited the workplace ostracism impact as mediating the relationship between job performance and OCB. While the outcome of the present investigation also showed that workplace ostracism impact as mediating the relationship between job performance and OCB ($\beta = 0.146$, $T = 3.295$, $p\text{-value} < 0.05$).

H4 posited that Perceived organizational support impact as moderating the relationship between job performance and OCB. Interestingly, our result showing that POS did not moderate the link between job performance and OCB contrasts with the findings of Stamper and Johlke (2003), who found that POS can buffer against other workplace stressors. The absence of a moderating effect in our study may be due to the specific context of the automotive assembly sector, where other cultural or relational factors might be more influential in promoting OCB.

Theoretical Implications

The current investigation results represent a significant relationship between job performance (JPE), OCB (OCB), and workplace ostracism (WPO). The positive relationship between JPE and OCB suggests that an increase in job performance is linked to an increase in citizenship behaviors within the organization. This suggests that when employees perform well in their roles, they are more inclined to contribute beyond their formal responsibilities and support the organization's social structure and culture. The negative relationship between WPO and JPE indicates that workplace ostracism is negatively associated with job performance. This suggests that ostracism in the workplace may undermine employees' ability or motivation to perform effectively, possibly due to reduced morale or a sense of exclusion. This outcome has critical implications, as it highlights the detrimental impacts of ostracism on organizational productivity and employee well-being.

The mediation analysis confirms that JPE mediates the relationship between WPO and OCB. This implies that the impact of workplace ostracism on job performance partially mediates its adverse effects on OCB. In other words, workplace ostracism not only directly decreases employees' engagement in citizenship behaviors but also indirectly discourages them by lowering job performance. This finding underscores the significance of creating an inclusive workplace environment, as ostracism can negatively influence both individual performance and broader organizational behavior. These results underscore the importance of job performance as a mediating factor in the link between workplace ostracism and citizenship behavior. This highlights the need for organizational strategies to minimize ostracism and reinforce job performance, thereby fostering a positive and collaborative organizational culture.

Practical Implications

By applying statistical research results logically to study workplace ostracism on OCB within Pakistan context, many practical guidelines can be drawn logically from them as practical guidelines can be drawn logically from statistical findings that reveal effects such as perceived superiority of top management support as well as competitive advantages to create effective managerial guidelines for organization citizenship behavior in practice.

Since WPO directly reduces JPE and indirectly decreases OCB, it is essential for organizations to prioritize creating an inclusive and supportive work environment. Implementing anti-ostracism policies, promoting awareness about the negative effects of ostracism, and encouraging open communication can help prevent behaviors that lead to exclusion. Enhancing job performance is also critical, as it plays a mediating role in fostering OCB. Organizations can support job performance by providing employees with necessary resources, regular constructive feedback, and recognition for their efforts, which in turn can inspire them to contribute positively beyond their formal roles. Additionally, promoting a positive social climate at work can further enhance OCB, as employees who feel supported and connected are more likely to engage in citizenship behaviors. This can be achieved by organizing team-building activities, encouraging collaborative projects, and fostering a culture of mentorship. Managers should be trained to recognize and address instances of ostracism effectively, as they play a pivotal role in maintaining a positive work environment. Finally, establishing a confidential feedback mechanism allows employees to report feelings of exclusion or other workplace issues, enabling management to address these concerns promptly. By proactively addressing workplace ostracism, supporting job performance, and fostering inclusivity, organizations can enhance both individual productivity and collective organizational behaviors, leading to a more effective and cohesive work environment.

Conclusion

In conclusion, this study investigated the mechanisms through which workplace ostracism affects positive employee behaviours in Pakistan's automotive assembly sector. Our findings confirm that the negative impact of ostracism on organizational citizenship behaviour is significantly mediated by job performance. While social exclusion directly harms an employee's ability to perform their job, this diminished performance, in turn, reduces their willingness to engage in voluntary citizenship behaviours. Notably, perceived organizational support did not protect the relationship between performance and OCB in this context. The primary contribution of this research is the clarification of this pathway, providing strong evidence for managers that fostering an inclusive work environment is a critical strategy for enhancing both individual performance and overall organizational effectiveness.

Limitations and suggestions for Future Research

This study has limitations that present opportunities for future research. The cross-sectional design prevents the inference of causality, and the data was collected from a single industry in Pakistan, which may limit the generalizability of the findings. Based on our results, we propose several specific directions for future inquiry. Our most compelling finding was the non-significant moderating role of perceived organizational support. Future research should therefore investigate other potential buffers, such as leadership styles (e.g., transformational leadership) or team-level factors like psychological safety, to understand what might protect the link between job performance and OCB. Furthermore, while our study confirmed job performance as a

key mediator, future studies could use diary or longitudinal methods to explore the day-to-day impact of ostracizing events on employee performance and their subsequent citizenship behaviours.

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