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An empirical investigation to study the impact of employee work place ostracism and Job Insecurity on the their work-life balance

An Empirical Investigation to Study The Impact of Employee Work Place Ostracism and Job Insecurity on The Their Work-Life Balance

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Abstract

This study aims to investigate the impact of employee workplace ostracism and job insecurity on employee work life balance. Co-worker ostracism, job insecurity, and employee work-life balance are inter-related concepts that have been the subject of research in recent years. Coworker ostracism has a direct effect on employee work-life balance and the study tested the impact of job insecurity as a mediator between coworker ostracism and work-life balance. A sample of 304 respondents were collected to measure the three variables and their connection. The study use self reported instrument to gauge the colleagues ostracism and their job related insecurities and its consequences on the individuals work life balance. SPSS version 25 is used for statistical analysis and Hayes process is employed for obtaining the results of mediation. The study finds that both the variables co-worker ostracism and job insecurities influence co worker work-life balance. It indicates that there is a significant relationship between coworker ostracism and job insecurity and subsequently, job insecurity mediates the relationship of ostracism and work-life balance. The results of this study suggested that organizations must take proactive steps to foster a supportive and inclusive work environment by knowing the connections between coworker exclusion, job insecurity, and work-life balance. The results of this study have implications for individuals as well. They can actively look for assistance, communicate honestly with coworkers, and research stress-reduction and work-life integration techniques.

Keywords: coworker ostracism, job insecurity, work-life balance

Introduction

Employee behavior and attitude both at work and at home are influenced by job insecurity. There will be a detrimental effect on work-life balance when employees behave differently because they are uncertain about their employment and fear of losing it, the employee's uneasiness will have a detrimental effect on their behavior, which leads to disturb work life balance (Chirumbolo & Areni, 2010). Employee unhappiness may have an effect on the organization's success (Kurnia & Widigdo, 2021). In order to improve organizational culture and employee well being effort should be made to ease feelings of disconnection and pessimism (Leung & Ladkin, 2024).

Soreness inflicted by ostracism is similar to physical pain (Riva et al., 2011; Williams & Nida, 2011). This sort of occurrence is not only painful but perhaps lead to another organizational problem which is job insecurity (O'Reilly & Robinson, 2009; Robinson et al., 2013), and antagonism (Williams & Nida, 2011). Ahmad et al. (2024) highlighted the damaging effect of work place ostracism on workers' collective and emotional well-being which includes the workers' emotional fatigue and burnout. Discouraging voice behavior will encourage organizational silos and reduce productivity (Khalid, Malik, & Atta, 2024).

Ostracism at work is a prevalent and expensive problem that requires understanding on the parts of companies as well as employees' perceptions, responses, and coping mechanisms. But researchers haven't gone far enough in these directions (Sharma & Dhar, 2021, p. 2). Our knowledge of workplace exclusion, its complex effects, and potential remedies that can improve working relationships and employee wellbeing is still lacking (Ahmad et al., 2024).

When coworkers are shunned and treated poorly, they become agitated, nervous, and want retaliation, which makes them feel unreasonable and emotional (Dhir & Srivastava, 2024). Research has shown that job instability negatively impacts worker performance, job satisfaction, and well-being (Cheng & Chan, 2008; DeWitte, 2005). Nonetheless, there hasn't been much discussion of the possible moderating role that job instability may play in the connection between work-life balance and coworker exclusion.

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There are varied elements to investigate; future studies can incorporate the cultural and contextual factors which influence the elements of work life balance in diverse societal and organisational context, scant studies has been conducted on institutional structures, societal expectations about perceptions and practices to shape work-life balance (Zihan et al., 2024). This study focused on the subject of employee performance hence incorporated the suggestions of above authors identified gap. This study aims to investigate the role of job insecurity in mediating the relationship between coworker exclusion and work-life balance.

Studies have been conducted on workplace ostracism. However, emphases were not paid to the mechanism to cope with the workplace ostracism which has leaded it to a social endemic in the workplace. Resultantly, the diverse elements of interpersonal neglect remain ignored, i.e. employees' perception about ostracism and its coping mechanism. Factors that bring variations in employee perception, managing strategies and experiences remain un-investigated (Sharma & Dhar, 2024).

This study specifically aims to comprehend how job instability mediates the relationship between an individual's ability to maintain a healthy work-life balance and experiences of coworker ostracism. Hence the study concludes to investigate on the research questions: the direct effect of work place ostracism on work-life balance and coworker ostracisms' effect on employees' job insecurity. The study investigates significance of mediation of job insecurity on coworker ostracism and work-life balance. The objectives of this study are to explore the relationship between coworker ostracism and work-life balance with the mediating effect of job insecurity. To understand the relationship between coworker ostracism and work-life balance, and the mediating effect of job insecurity on the relationship between coworker ostracism and work-life balance.

Prior study on office isolation and work life stability has brought diverse outcomes. This study incorporates social cognitive theory to examine the relationship between coworker ostracism and work life balance that zeros in the mediating effect of job insecurity. This study developed its hypotheses on Social cognitive theory which holds that a person's cognition is influenced by their reciprocal interactions with their living environment, is what drives their conduct (Bandura, 2001). This study investigated how job insecurity and workplace ostracism affect work-life balance, based on the social cognitive theory and thus construct a multilevel model. Adding to this, Malik et al. (2020) suggested that protracted anxiety and panic can reduce workers' enthusiasm for their jobs and undermine personal drive to strive for efficiency and quality. Individuals may experience more job instability as a result, which could further impair performance by eroding their dedication to company objectives. The study based its theoretical foundation on Bandura's social cognitive theory.

Literature Review and Hypotheses Development

Operational definitions

Workplace Ostracism

Workplace ostracism is characterized as "an employee's perception of being overlooked or excluded from social interactions or work-related activities by others at work when one should have been acknowledged, responded to, or included" (Sharma & Dhar, 2021). "Coworker ostracism refers to the act of excluding, ignoring, or socially isolating an individual within the work environment, leading to their perceived or actual exclusion from work-related interactions, relationships, and information sharing" (Williams & Jarvis, 2006).

Job Insecurity

Job insecurity is perception to job failure or cherished job elements Klug et al. (2024). Job insecurity is the employee's perception or anticipation of the probable threat or risk of losing their job or experiencing unfavorable employment conditions (DeWitte, 2005). It has been defined as "perceived powerlessness to keep preferred continuity in a threatened process situation" by Moy et al. (2021). A person's assessment of the possibility of losing their job soon is known as perceived job instability (Vander Elst et al., 2016). The fear that one will not be able to hold their current position in the future is known as job insecurity (Witte, 1999).

Work life Balance

"Work-life balance is the ability to balance professional responsibilities with personal interests and obligations" (Brough & O'Driscoll, 2010). Work life balance has a significant role in employee performance and congenial

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work environment (Leuhery et al., 2024). There is a high level of dedication and employee commitment on organizations having concern of work life balance (Weng et al., 2023). Employees' perception of organizations positive work life interventions demonstrate reduced level of anxiety and exhaustion and elevated levels of job satisfaction (Jayaraman et al., 2023; Khairy et al., 2023).

On the other hand organizations ignoring work life balance has damaging effect on employee self esteem, organizational productivity and performance. Employee negative perception of organizational support of work life balance may face increased level of anxiety, exhaustion frustration with their jobs (Ferreira & Gomes, 2023) which could lead to more absenteeism. This study investigates the antecedents of work life balance how co-worker ostracism and job insecurity affects the work life balance of an employee and hence add to the literature with the study's valuable contribution.

Relationship between Coworker Ostracism and Work-life Balance

Recent studies show that workplace ostracism regulates a series of mentally unpleasant events that is; anger (Chow et al., 2008) and negative or bad mood (Gonsalkorale & Williams, 2007) and co-worker ostracism will lead to nervousness and discouragement (Ferris et al., 2008). Ostracized employees take their adverse moods to their home, and it affects them and causes excessive tension in the work-family conflict. In particular, research shows that ostracism can cause actual pain that leads to aggressive behaviour and has a harmful impact on the employee at the workplace (Eisenberger, 2012). Furthermore, social ostracism is miserable in a workplace that is causing sadness, exhaustion (Ferris et al., 2008), ignoring, dissatisfaction (Hitlan et al., 2006), and displacement (De Clercq et al., 2019). In another study, employees become absent- minded because of a shortage of resources that is severely effecting their family commitments (Williams, 2002).

H1: *Coworker ostracism has a relationship with work-life balance.*

Co-worker Ostracism and its relationship with Job Insecurity

Intense consequences has been studied of workplace ostracism on employees and individuals, ostracism is correlated with work place isolation (Başar et al., 2024) and turnover intention (Zhang et al., 2024). Study findings revealed inverse correlation among ostracism and job satisfaction; it further explore that female colleagues are more expose to ostracism than male counterparts which leads to lower job satisfaction (Adnan et al., 2024).

According to (Haldorai et al., 2021) coworker ostracism is a form of mistreatment that occurs when individuals in an organization intentionally exclude others from social activities or situations where it was expected to include them. It is widely recognized as a prevalent phenomenon and a topic of frequent discussion in contemporary organizations (Hsieh & Karatepe, 2019). Coworker ostracism increases job-related stress among employees. A study by Glambek et al. (2014) suggests that employees who are bullied, experienced job insecurity about the stability and nature of their work, and they may face the possibility of leaving their job and being marginalized from the workforce Berthelsen et al. (2011) it is found that employees who experience bullying and isolation tend to have the intention to leave their organization, and this intention remains stable over time. However, majority of the employees who has been undergone bullying choose to remain in their current position, even up to two years after reporting the incident, which suggests that the factors that keep them in the organization are highly influential.

Coworker ostracism has been linked to poor job performance, decreased organizational commitment, work discontent, increased unproductive work behavior, and higher intentions to quit (Haldorai et al., 2021). Workers who are confident in their jobs may have a detrimental effect on the company (Oberai, 2021). Workers may believe that the company has broken the emotional contract by failing to provide a safe workplace, especially if they witness their coworkers being shunned (Tian et al., 2014). Employees may therefore view coworker ostracism as a violation of the emotional contract they have with the company, which guarantees a safe and secure work environment. Shafique et al. (2021) study show a positive correlation between deviant behavior and employment exclusion

H2: Co worker ostracism will increase Job insecurity

Job Insecurity has a relationship with Work-life Balance

The organisation competitive environment creates more uncertainty and brings insecurity to job and its elements.

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These competitive forces push the employees in a fierce battle to secure their jobs at the cost of their work life balance (Sanman et al., 2024). The imbalance of work-life increases stress and employee turnover intention (Lestari & Margaretha, 2021). Grigoryan (2024) the study finds considerable impact on employee turnover intention because of work life balance and job insecurity.

Research conducted by Sverke and Hellgren (2002) found job insecurity is related with some negative outcomes, which must include increased stress level and decrease work-life balance. The authors found that the relationship between job insecurity and work-life balance is particularly strong, with workers reporting less time and energy for their personal lives when they felt insecurity in their jobs. Ameta's (2017) review revealed a negative correlation between work-life balance and job instability. It implies that a person with a high degree of job instability will have a less balanced work-life.

H3: Job insecurity has an effect on work life balance

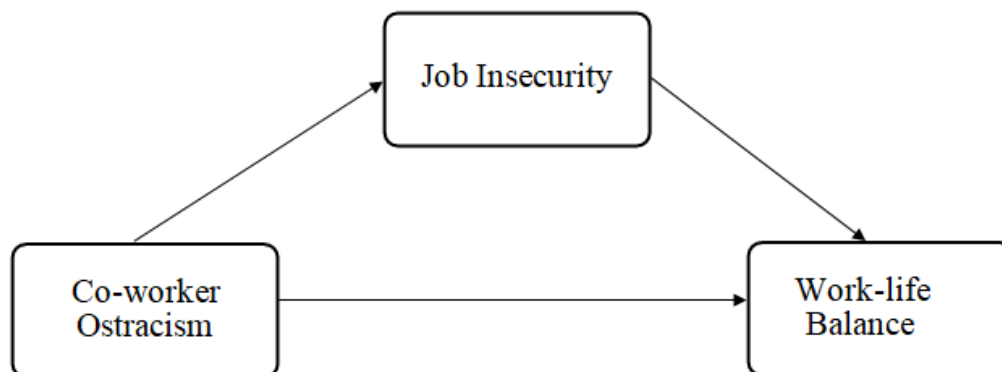*Job Insecurity mediates the relationship of coworker ostracism and work life balance.*

Workplace ostracism leads to employee counterproductive activities (Gunathilaka & Rathnakara, 2024). Ostracism is a universally unpleasant experience, but the extent of ostracism's aversive consequences is still being determined. Given ostracism's immediate harm, it is plausible ostracism's consequences are sufficiently strong to effect core aspects of the self. Ostracism leads to pro-social, anti-social and asocial behaviours being determined (Wirth et al., 2024).

The association between work features and employee outcomes is mediated by job security De Witte (1999) found that organizational commitment, managerial trust, and work satisfaction are all negatively impacted by job uncertainty. The study further discovered a strong correlation between job instability and absenteeism and aspirations to leave. Similarly, Kim and Kao (2014) discovered that the association between job demands and job satisfaction is mediated by job uncertainty.

Job insecurity was found to be positively correlated with psychological strain, lower job satisfaction, and lower organizational commitment in the meta-analytic analysis conducted by (Sverke et al., 2002). Ronen and Mikulincer (2012) found inconsiderate bosses can cause insecurity, which can lead to burnout or dissatisfaction in the workplace for subordinate staff members. The negative correlation between work engagement and job insecurity is explained by another study (Elst et al., 2010; Mauno et al., 2007). Higher levels of co-worker ostracism will be associated with increased job insecurity, which will lead to lower levels of work-life balance.

H4: Job insecurity mediates the relationship of coworker Ostracism and work life balance

Research Framework

Methodology

This empirical study aimed to investigate the relationship between coworker ostracism and work-life balance, considering the mediating effect of job insecurity. It is a causal and cross-sectional study in a non contrived environment. 304 respondents employed in the medium and large organizations were selected to participate in

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this study. Employees were informed prior to acquire response from each participant, and their privacy and confidentiality were maintained.

The survey was conducted online through Google Forms and by physical visits to the organization. Respondents were selected from a variety of organizations, including service and oriented businesses government agencies, and non-profit organizations that the results could be generalized. The average age of the participants was 29 years, and the majority of the participants were male (58%). Respondents completed the survey that assessed their experiences with coworker ostracism, job insecurity, and their work- life balance.

Study Instruments: The survey instrument were adapted from Hitlan and Noel (2009) Workplace Ostracism Sub scale (WOS)–17 question scale, Brondin et al. (2020) Multidimensional Qualitative Job Insecurity Scale (MQJIS) – 8 question scale, and Fisher-McAuley, et al. (2003) Work/Personal Life Subscale (WPLE) – 15 question scale.

Measures: Responses were given on a seven-point scale, where 1=strongly disagree to 7= strongly agree. To assess coworker ostracism, participants were asked to rate their experiences of being ignored, excluded, or socially isolated in their workplace. Work-life balance was measured by assessing the level of satisfaction and perceived effectiveness in managing work and personal life domains. Job insecurity was examined by evaluating the participants' concerns about potential job loss or uncertain career prospects.

Data Analysis

Statistical analysis was used as the study was a quantitative study. Statistical Package for Social Sciences (SPSS software) version 25 and Hays process macros version 4 for mediation and hypotheses testing.

Reliability Statistics

Table 1 describe the Cronbach Alpha value of the study variable, work place ostracism is .928, Job insecurity; .846 and work life balance; .792. The reliability of all the variables are acceptable at 0.7 is considered to be good where it is considered internally consistent.

Table 1 Cronbach's Alpha:

Work place Ostracism	0.928	13
Job Insecurity	0.846	8
Work life Balance	0.792	15

Demographics

Table 2 shows the study demographics: Majority of respondents (58%) were male, while (42%) were female. The average respondent was between 18-40 years old this suggests that the age distribution was slight skewed towards younger respondents. The level of qualification was bachelor's degree (42%) and Masters were (38.8). The majority of respondents (64%) were employed full-time, while 24% were employed part-time and 12% were contract employees. The majority of respondents (56%) were married, while 36% were single and engaged and 8% were divorced or widowed. 63% of respondents were parents, while 37% were not parents.

Table 2 Demographic Statistics

Variable	Range	Frequency	Percent
Gender	Male	176.00	57.9
	Female	128.00	42.1
Age	18 to 25	94.00	30.9
	26 to 40	120.00	39.5
	41 to 50	61.00	20.1
	51 to 60	2.00	9.5
Marital Status	Married	161.00	53.0
	Single	96.00	31.6
	Engaged	30	9.9

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	Divorced	17	5.6
Qualification	Matric	31	10.2
	Bachelors	140	46.1
	Masters, MS/M.Phil	118	38.8
	PhD	15	4.9
Experience	upto 5 years	118	38.8
	6-10 years	54	17.8
	11-15 years	40	13.2
	16-20 years	39	12.8
	21 years +	53	17.4
Employment Status	FT	214	70.4
	PT	70	23.0
	C	20	6.6
Parental Status	Parent	148	48.7
	Non-parent	145	47.7
	Caregiver	11	3.6

Note: N=304, FT (full time employment), PT (part time employed), C (contract)

Descriptive Statistics

Table 3 shows the descriptive statics of the study. The average level of co-worker ostracism is 3.03 out of 7, with a standard deviation of 1.31. This suggests that most respondents experience some level of co-worker ostracism, but that the experience is not particularly severe. The average level of job insecurity is 3.76 out of 7, with a standard deviation of 1.22. This suggests that most respondents feel somewhat insecure about their jobs, but that the insecurity is not particularly severe. Similarly, the average level of work- life balance is 4.09 out of 7, with a standard deviation of 0.87. This suggests that most respondents feel that their work-life balance is somewhat not balanced, but that the imbalance is not particularly severe.

Table 3 Descriptive Statistics

	Min	Max	Mean	SD
WP Ostracism	1.00	6.54	3.03	1.313
Job Insecurity	1.00	7.00	3.76	1.228
Work Life Balance	1.47	6.33	4.09	.877

N=304

Correlations

The correlation of the variables is illustrated in the correlation Table 4 the study's dependent variable WLB has a correlation of .496** with Independent variable work place ostracism and 548** with job insecurity, which is positive and significant. The study shows a strong correlation among the variables.

Table 4 Correlations

	WO	JI	WLP
WP Ostracism	1		
Job Insecurity	.566**	1	
Work Life Balance	.496**	.548**	1

Control Variables

The study employs two control variables Marital Status and Parental Status to find out their impact on the dependent variable.

Table 5 depicts the model summary of independent variable, mediator with dependent variable. Model is significant, correlation is sixty percent and Change in model R^2 is .3655 which means model is bringing thirty six percent changes in the dependent variable.

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Table 5 Model summary IV&M-DV relationship with control variables

R	R^2	F	Df^1	Df^2	P
0.6046	0.3655	43.056	4.000	299.000	0.000

Regression Analysis

Inferring the results of table 6 it is found that independent variable work place ostracism has an effect of .1767 means over seventeen percent effect on dependent variable work life balance. Job insecurity has an effect of .2862 means over twenty eight percent effect on dependent variable and the results are significant. The result also depicts the results of control variable parental status and marital status. Control variable marital status has .1070 nearly eleven percent and parental status has -.1812 negative eighteen percent effect on dependent variable work place ostracism. These findings suggest that co-worker ostracism and job insecurity are both important predictors of work-life balance

Table 6 Summary IV&M-DV relationship with control variables

	coeff	SE	T	P	LLCI	ULCI
WO	.1767	.0374	4.7232	.0000	.1031	.2503
JI	.2862	.0400	7.1494	.0000	.2074	.3650
Marital Status	.1070	.0516	2.0738	.0390	.0055	.2085
ParentalStatus	-.1812	.0790	-2.2950	.0224	-.3367	-.0258

The study's findings of the direct, indirect and total effect of work place ostracism, mediation of job insecurity in the relationship between work place ostracism and work-life balance had been displayed in Table 8; the direct effect of co-worker ostracism on work-life balance is also significant (B = 0.1767, SE = 0.0374, T = 4.723), indicating that co-worker ostracism has a direct impact on work-life balance. Hence H1: Co worker ostracism has an effect on work life balance is accepted.

The indirect effect of co-worker ostracism on work-life balance through job insecurity is significant (B = 0.1508, Boot SE = 0.025), suggesting that job insecurity partially mediates the relationship between co-worker ostracism and work-life balance and H2: Co worker ostracism will increase Job insecurity are accepted.

The results indicated that co- worker ostracism had a significant total effect on work-life balance (B = 0.3274, SE= 0.0334, t = 9.8118). The total effect is the composition of direct and indirect effect (.1767+.1508=.3274), which has been increased from .1767 to.3274; revealing a significant increase in total effect. Hence H3: Job insecurity has an effect on work life balance and H4: Job insecurity mediates the relationship of coworker Ostracism and work life balances are accepted.

Table 8 Direct, Indirect and Total effect

	Effect	SE	T	P	LLCI	ULCI
Total effect	.3274	.0334	9.8118	.0000	.2618	.3931
Direct effect	.1767	.0374	4.7232	.0000	.1031	.2503
Indirect effect(s)	.1508	.0253			.1027	.2009

Discussion

The Study aimed to empirically investigate the proposed mediation model to find the effect of job insecurity on the relationship of co worker exclusion and work life balance. The study questions do coworker ostracism has an

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effect on work-life balance and the co worker ostracism increase effect on job insecurity is established with the acceptance of the H1: Co worker ostracism has an effect on work life balance and H2: Co worker ostracism will increase Job insecurity.

The study research question job insecurity affects employees' work-life balance and job insecurity mediates coworker ostracism and work-life balances were also measured by the study hypotheses H3: Job insecurity has an effect on work life balance and H4: Job insecurity mediates the relationship of coworker Ostracism and work life balance. It is also acknowledged that job insecurity mediates the relationship between coworker ostracism and work-life balance. Higher levels of co-worker ostracism will be linked to higher levels of job insecurity, which will lead to lower levels of work-life balance.

However, this study is not showing the inverse relationship of co worker ostracism and job insecurity with the work life balance theoretically speaking it must be the case but not always. The study finds empirical evidence to support this issue; the work life situation can become a part of employees' life and is treated as interlinked and cannot be treated always negative Greenhaus and Powell (2006) current literature is diverse to offer enough support for positive and negative outcomes (Gareis et al., 2009; Maunoetal, 2011).

The gender issue must also be studied before arriving to any conclusion i.e. men are more inclined to pursue work objectives comparing to women who are more inclined to oblige family obligations. Employees who are single have tendencies to enrich their life with work as compare to employees with parental obligations Maunoetal (2011) for this reason this study also data with respondents if they have children to care. In order to guage this issue of parental obligation and work life balance this study also employed control variables marital and parental status to measure the impact of control variable. Results of table 6 show an effect of 11% of marital status and eighteen percent impact of parental status which is negative, means parental status has a negative effect on work life balance if studied along with work place ostracism and job insecurity, the study is in line with the author Maunoetal (2011) which states that employees' parental status can have negative consequences on work life balance.

In the light of these scholastic works this study can conclude that the relationship of work place ostracism cannot always reduce the work life balance, study table 3 of descriptive statistics is also an instrument to gauge the positive value of work life balance as the workplace ostracism and job insecurity faced by the respondents are low, secondly the most of the respondents work life balance is somewhat not balanced but it is not particularly severe, hence the study conclude that positive effect results of the work life balance is acceptable.

Increased job insecurity is linked to higher levels of coworker exclusion, and this does indeed result in a worse work-life balance. The current study supports earlier research by Khalid, Malik, and Atta (2024) that identified employee isolation is caused by ostracism. It may be concluded that the study by Shafique et al. (2021) is consistent with other research and contributes to the body of knowledge on workplace ostracism because the results show a positive correlation between deviant behavior and workplace ostracism.

This study including 304 respondents, there was a greater likelihood of stress, anxiety, and depression among those who said they felt shunned by their peers. They were also more likely to report having difficulty balancing work and personal life. The findings provide empirical evidence of the significant impact of coworker ostracism on work-life balance, both directly and indirectly through job insecurity. Consistent with previous research Chung (2018), our results demonstrate that higher levels of coworker ostracism are associated with diminish work- life balance.

The study's observation of the mediation role of job insecurity advances our comprehension of the underlying mechanisms that connect coworker ostracism with work-life balance. According to László et al. (2010) and Sverke et al. (2002), one of the most important effects of workplace abuse is job uncertainty, and our findings emphasize that job insecurity plays a mediating function in this situation. Our research specifically shows that those who face higher degrees of ostracism from coworkers are more likely to feel that their jobs are insecure, which negatively impacts their work-life balance. These results are consistent with the conservation of resources theory (Hobfoll, 1989), which postulates that people make an effort to obtain and safeguard resources, such as a stable job and a positive work-life balance. When faced with co-worker ostracism, individuals may perceive their

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social and psychological resources as threatened, leading to heightened job insecurity and subsequent imbalances in work and personal life domains. Previous studies had established that employees had job insecurities Jung et al. (2020); Elshaer and Azazz (2020); Chen et al. (2022) and resultantly they tend to switch to new jobs and hence raises the turnover intention (Grigoryan, 2024).

Recognition of ostracism at early stage has development benefits (Williams, 2009). Establishing an inclusive and encouraging work atmosphere that deters coworker ostracism should be a priority for organizations. Work-life balance and overall employee well-being can be improved by putting in place policies and programs that support victims of abuse, foster strong interpersonal interactions, and address job insecurity issues (McIlveen et al., 2021). On an individual level, recognizing the potential impact of co-worker ostracism and job insecurity on work-life balance can empower employees to seek support, engage in coping strategies, and proactively manage work and personal commitments. There is a positive correlation of Work–life balance with subjective well-being, which leads to mediation of the relationship of work life balance and venture performance (Drnovšek et al., 2024).

Practical Implications

It is recommended to the organisation to identify the work stressors i.e. work place ostracism and job insecurity and create a more inclusive work environment. Creating an inclusive culture where everyone considered welcome and respected, regardless of their background, race, gender, sexual orientation, or any other factor. Provide training on how to deal with employee engagement and conflict. This training should create awareness among employees how to engage and communicate effectively, resolve conflict peacefully, and build positive relationships with their co-workers. Offer employee assistance programs i.e. counseling and coaching. These programs can provide employees with support and resources to help them cope with stress, anxiety, and other mental health problems.

It is important to set boundaries between work and personal life. This means setting limits on how much time you spend working and making sure to take breaks and time for yourself. Communicating with manager if someone is feeling overwhelmed or stressed. They may be able to help and find ways to reduce workload or improve work-life balance. Looking after one self; Aim for adequate sleep, a balanced diet, and regular exercise preferable involving in any games. Maintaining your physical and mental well-being will enhance ability to manage stress and general state of wellbeing. People's general health and well-being can be enhanced by striking a healthy balance between work and personal life, and companies can profit from a more engaged and productive workforce (Shafie et al., 2020). This study can benefit the readers and managers to understand the behavioral implications of ostracism and job insecurity which is not a loss to the employee only but for the organization as a whole.

Limitations and Future Directions

The association between job insecurity, work-life balance, and coworker ostracism has been discussed in this research; however it is crucial to recognize a number of limitations. The use of self-report measures raises the risk of social desirability and common method bias. The particular sample characteristics may restrict the findings' generalizability. Quantitative study does not provide the feeling aspect which can bring insights why despite isolation and job insecurity the respondents didn't feel imbalance in their work life. On the other hand parental status shows negative impact on work life balance. These contrasting issues may lead to future direction towards qualitative study which can bring better insights of how any sort of behaviour might lead to ostracism or job insecurity. Qualitative studies could also bring insights about the reasons of ostracism or job insecurity the problem could be further explored through qualitative studies.

While job insecurity is identified as a mediating variable, other potential mediators could influence the relationships. Recognizing these limitations, future research could employ multiple methods and objective measures, diversify the samples. Future research could also identify the effect of organizational culture and the financial impact on the work life balance to enhance our understanding of this complex relationship. Further studies can extend the present research by adding the dimension of employee performance as an outcome of the work place ostracism.

Conclusions

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In conclusion, there are direct and indirect effects of coworker ostracism on work-life balance. Work-life balance and coworker ostracism are mediated by job insecurity, which means that job insecurity may intensify the detrimental impacts of ostracism on work-life balance. Companies can take action to reduce job insecurity and work place ostracism by fostering a more welcoming workplace specially when dealing with females and parents who need better work life balance.

Training staff dispute resolution techniques, and giving stress and anxiety relief through employee assistance programs. By implementing these measures, companies can assist in enhancing the work-life balance of their staff members, which may result in higher output, happier workers, and better staff morale. In a similar vein, people may assist themselves by speaking with their supervisors, making an effort to interact with their peers in an effective manner, and taking care of themselves in order to maintain a healthy work-life balance.

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