

## **Family Ostracism through the Lens of Reciprocity Theory in Contemporary Era: A Statistical Analysis on the outcomes of Job Engagement and Task Performance**

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### **Abstract**

This paper shed light on the relationship between family ostracism, job engagement and task performance in security personnel of different organization of Punjab and the relationship among variables also supported via theory of reciprocity. A historically disregarded subject, family ostracism has significant influence on job engagement and task performance at the workplace. In this study, a specific population or sample is analyzed using a quantitative approach, the respondents of this study are 191 security personnel of different organization of province Punjab and the data was collected through questionnaire by using convenient sampling. Exclusion from life matters threatens fundamental psychological needs with highly detrimental repercussions on individual lives. The ostracized individuals from families have bad impacts on organizational productivity by performing worst. The data was analyzed using linear regression and Hayes Process method in SPSS. The result of the study indicates that Family ostracism impact negatively on the job engagement and task performance. Finding of the study also reveal that job engagement mediate the relationship between family ostracism and task performance to enhance the task performance of the employee.

**Keywords:** Family Ostracism, Job Engagement, Task Performance, Reciprocity Theory

### **1. Introduction**

The psychological and mental fitness of individuals is crucial to perform extraordinarily in the workplace. However, social exclusion from others may disrupt the mental and psychological equilibrium of individuals. Ostracism is a sort of ignorance, rejection, and social exclusion that targets individuals on purpose in order to threaten their fundamental psychological needs by causing emotional fatigue (Srlie et al., 2022; Williams, 2009). Ostracism can occur in a variety of contexts (Wu et al., 2021), including family (Fitness, 2005), coworkers (Asher et al., 2001), loved ones (Tong & Walther, 2011), and employers (Ouwerkerk et al., 2005). Family and the workplace put a bundle of responsibilities on individuals by expecting to fulfill the demands (Liu & You,

2019). In South Asia, the combined family structure puts a burden on individuals to earn a handsome living despite having low resources. Mostly, lower and middle-class families' individuals prefer to earn through daily wages and joining the armed forces. The availability of the workforce, private security companies hire these retired individuals to outsource for different sectors as a business by earning through them (Weiss and Zacher, 2022). The underlying theory of this study in theory of reciprocity also states that the individuals tend to respond in a similar manner to both positive and negative actions. This theory posits that people feel an inherent obligation to reciprocate acts of kindness or generosity, as well as to respond to negative behavior with similar negativity. Essentially, the theory suggests that individuals are motivated to repay both positive and negative actions in a comparable way. This shows that the ostracism of an individual can impact his job, task and overall performance in the organization. The high job load and low earnings of individuals create complexities and ambiguities for managing the work family. Social isolation on regular occurrence (O'Reilly et al., 2015), bullying (Bedi, 2019), and disrespect (Cortina et al., 2001), are more common inputs from other individuals. This exclusion affects self-esteem resulting in a lack of job satisfaction (Wirth et al., 2015), offensive conduct at work (Tuscherer et al., 2015), and personality disorders (Rudert et al., 2020), by making anti-social behavior (Chen et al., 2020).

In contemporary times, studies have shifted the focus of workplace exclusion to family settings (Liu et al., 2013; Choi, 2021). Due to family dominance, high levels of attachment, and marital strife between spouses (Chung et al., 2022), social isolation has negative psychological consequences on behavior. Family is a trustworthy connection (Lude & Prögl, 2018), and family support enhances task performance (Sellmaier's, 2019), reducing people's propensity for susceptible conduct (McCarthy & Adams, 2018). In underprivileged families, it is common practice during adolescence and childhood, such as being excluded from dialogues and decision-making, which is far more frequent (Zhu et al., 2017). Ostracism affects people's personal, familial, and professional lives (Mao et al., 2018), since this interferes with people's overall well-being (Williams & Nida, 2011). After the family, the organization is considered a critical source of motivation and social support by cultivating a supportive culture, development programs, and a positive workplace environment (Muse & Pichler, 2011; Hu et al., 2021). Security personnel have long-hour duties at the workplace and remain a long distance from families which is harmful because it culminates in a lack of satisfaction with the fundamental duties and obligations of a job and family (Fisher et al., 2020).

It is important to know for managers, supervisors, and practitioners that low self-esteem of individuals adversely affects others by causing them to suffer (Baumeister, 1998; Sharma & Dhar, 2022), whereas high self-esteem fosters desirable actions through external empowerment (Murray et al., 2002). At the workplace, a family ostracized individual might trigger harmful effects on others. It is necessary to empower socially excluded individuals in effective ways. As a result, for organizational commitment, structural empowerment from the organization leads to psychological empowerment by developing positive work attitudes and behaviors (Laschinger et al., 2001). Positive effects disseminate to other individuals, enhancing task performance, as a consequence of individuals' mental satisfaction and emotional stability (Bakker, 2010; Rahaman et al., 2023). Proactiveness and mental presence on the job are necessary for security personnel to perform the services efficiently. According to Babalola et al. (2021), feeling isolated from one's family inhibits innovation and encourages employees to be less proactive (Ye et al., 2021). The isolated employee is preoccupied with family-related difficulties rather than handling the tasks (Lian et al., 2018). Work-family balance is important with organizational assistance to complete

tasks with flexible working hours, to lessen ambiguities and interpersonal disputes with emotional stability, and to meet obligations (Chan et al., 2020).

The study aims to analyze family-ostracized security personnel's behavior which is untapped for a long time (Thompson et al., 2020). Previous research has focused on the impact of family on younger parents' professional behavior and interpersonal rejection in the family environment (Cabello et al., 2021). By enabling employees to promote job engagement, organizational support serves as the source of motivation for favorable attitudes and behaviors, to accomplish goals and outcomes (Basit, 2017). However, the impact of family ostracism on task performance is less studied. To overcome this, the objective of this study is we to find the impact of family ostracism on task performance with the mediation role of job engagement

## **2. Operational Definitions and Hypothesis Formation**

### **2.1 Family Ostracism**

Ostracism is the term for situations in which a person feels excluded, rejected, or ignorant by another person or group (Ferris et al., 2008; Williams, 2007), most often with the intention of retaliation and disengagement from concrete behaviors (Robinson et al., 2013). These experiences have an impact on a person's psychological well-being (Thanacoody et al., 2014). According to Williams (2007), undesirable workplace behaviors including stress and emotional weariness, withdrawal from social groups, alienation, and abnormal workplace conduct can all lead to the perception that others are ignorant and have negative attitudes (Howard et al., 2020; Hayes et al., 2018). Ostracism may be used as a form of punishment or self-preservation (Nezlek et al. 2015), which involves emotional isolation and separation from family (Campbell, 2020). Negative emotions trigger family alienation and hatred as a result of exclusion, by endangering the quality of life (Agrawal, 2020).

### **2.2 Job Engagement**

Engagement is the psychological, cognitive, and physical presence required to complete a task (Barari et al., 2021). Job engagement corresponds to an individual's capacity to successfully accomplish organizational goals while contributing the best (Mazetti et al., 2018). Employee commitment to the organization and its values is measured by their degree of zeal, passion, satisfaction, and involvement (Harter et al., 2002). For a strong relationship and dedication to the job, engagement was employed as a construct of job engagement (Derbis & Jasiski, 2018). High job engagement is driven by people's motivation, positive attitudes, and emotions (Yongxing et al., 2017). Job engagement can improve people's task performance when they have an optimistic perspective (Sun & Bunchapattanasakda, 2019). High workplace engagement may be achieved by psychological empowerment, together with job enrichment and flexible working hours (Asghar et al., 2021).

### **2.3 Task Performance**

Task performance entails actions that are part of the formal incentive system (i.e., technical core) and satisfies the needs as stated in job descriptions. It also refers to a person's contribution to organizational performance. Task performance measures how well people fulfill their tasks at work. Performance may be strengthened in large part by improving one's subjective well-being (Salgado et al., 2019). By performing respective jobs, individuals with highly energized and enthusiastic mindsets may guide a business toward its goals with effective communication and mindfulness (Wang et al., 2021). In industrialized nations, a substantial correlation has revealed a

favorable association between task performance and high work proficiency (Koopmans *et al.*, 2014).

## **2.4 Theory of Reciprocity**

The notion of reciprocity states that people reward good actions but discourage the bad ones by taking into consideration the implications of the underlying intention. The reaction's response might be quick or gradual (Hoppner & Griffith, 2011). People who are ostracized may experience emotional trauma, which may affect how well they execute their jobs. In cases of healthy family connections, cohesiveness (Dwyer *et al.*, 1987), openness (Lusch & Brown, 1996), and exchanges about ideas sharing frequently constitute positive reactions to positive actions (Jap & Anderson, 2007). People desire emotional and social connections based on favorably equal treatment for support and courage (Cropanzano & Mitchell 2005). An organization has to comprehend a person's behavior in order to grasp their intentions with regard to their work. People respond based on their perceived obligations and estimated advantages (Göbel *et al.*, 2013). It is socially acceptable to reward goodness and assistance while punishing behavior that is contrary to social connections (Cialdini, 2001). According to Pervan *et al.* (2009), this fosters credibility and trust in people, and there is a dyadic link between positive and negative reactions (Fehr & Gächter, 2000). Employees with psychological disturbances require the organization's emotional and social assistance in order to preserve the work-family balance. Assuming that excluded employees behave negatively at the workplace a reciprocal action by adopting the stress and negative attitude. It is possible to deal with the feeling of being ostracized at work by using suggested employment resources such as the nature of the task, coworkers' support, the work environment (Bakker *et al.*, 2003), work flexibility, additional time off, and morale support (Kube *et al.*, 2012). Positive feelings are induced by healthy interactions at work (Barsade, 2002), which have a positive feedback loop with excellent task performance and helpful conduct (Tsai *et al.*, 2007). This kind of interaction enhances the performance of individuals who are less competent than others (Livi *et al.*, 2015). Hence, according to this theory, positive feelings of individuals lead to positive actions and vice versa.

## **2.5 Family Ostracism and Job Engagement**

One's professional life is influenced by family stress (Lim & Tai, 2014). According to studies, family stress has a number of detrimental implications on task performance and job engagement (Bai *et al.*, 2016). Ostracism has a demonstrably good impact on people's bad feelings, research shows. Intentional social isolation causes people to develop superstitious ideas, which lowers their sense of self. Stress undoubtedly negatively affects both intention and mental health (Popovych *et al.*, 2020). A prominent determinant of behavior at a specific place is intention (Rahaman *et al.*, 2023) which is influenced by family and work. The psychological disturbance causes turnover intention by diminishing job engagement to quit the job, incurring significant resource costs to an organization (Aryani *et al.*, 2021). The emotional stability of individuals increases overall performance (Levasseur *et al.*, 2020). Numerous types of research have been conducted in relation to emotional stability in terms of self-development and self-organization, such as on the topics of emotional stability (McManama O'Brien *et al.*, 2021), managing stress (Cyniak-Cieciura, 2021), and psychological burnout (Tsaras *et al.*, 2018).

***H<sub>1</sub>: Family Ostracism has a negative impact on Job Engagement.***

## **2.6 Family Ostracism and Task Performance**

Employee behaviors at work influence the organization in terms of productivity and efficiency, which is essential for organizational progress (Pradhan & Jena, 2017). When fundamental psychological requirements are met, people become more inclined to take initiative and accomplish the task. Individuals' family issues harm their psychological well-being at the cost of the performance of the organization (Brummelhuis & Bakker, 2012), leading to employee turnover (Ferris et al., 2008), undesirable attitudes, and behaviors (Ferris et al., 2015). Continuous social exclusion distorts a person's personality, resulting to defensive silence (Jahanzeb et al., 2021), unethical behavior (Akhtar et al., 2020), a lack of imagination and creative accomplishments (Kwan et al., 2018), high mental stress and gossip about the boss at work. This can lead to a poisonous atmosphere where other people exhibit anti-citizenship behaviour, low performance, low inventiveness, and low productivity (Yaakobi, 2021). Despite the notion that professional progression, working circumstances, and financial incentives (Raza et al., 2018), as well as networking in the industry, are essential sources of motivation, but support and motivation from family can lead to better task performance at the workplace (Xu et al., 2020).

***H<sub>2</sub>: Family Ostracism has a negatively impact on Task Performance.***

## **2.7 Job Engagement and Task Performance**

As per assigned roles, job descriptions, and aims, curiosity, and engagement of employees are advantageous in carrying out organizational obligations with the additional workload, job challenges, and retention (Shields, 2016). In carrying out job obligations, psychological engagement with vital job resources is crucial for organizational effectiveness (Ali et al., 2018). With a favorable association between job engagement and task performance, it is crucial for an organization to engage the person for better task performance, organizational objectives, employees' loyalty, and commitments (Saks & Gruman, 2014). The impact of job activities on overall organizational performance has previously been examined in literature (Friesenbichler & Selenko, 2017) using the relation between individual performance and job engagement (Rotundo & Sackett, 2002). Work effectiveness, efficiency, and quality are performance metrics whose outcomes include profit, social development, and an increase in the economy's influence on organizational productivity. Engaged employee totally immerses themselves in work to complete the task performance by exerting highly positive energy (Truss et al., 2013), with dedication and patience to accomplish the corporate values and goals (Selvarasu & Sastry, 2014). Job engagement functions as the driving force behind public service and produces favorable results (Antony, 2018), which benefits task performance (Ismail et al., 2019).

***H<sub>3</sub>: Job Engagement has a positive impact Task Performance.***

## **2.8 Mediating role of Job Engagement between Family Ostracism and Task Performance**

Job engagement contributes to organizational performance by having a "good fit" between behavioral results and psychological fitness through a positive attitude, purposefulness, enthusiasm, and excitement for work (Raza et al., 2021). As a behavioral result, psychological well-being promotes job engagement for greater and more meaningful task performance (Byrne, 2015). Several factors influence how well people perform at work, with job engagement serving as a mediating factor in both respects (Sun & Jeyaraj, 2022). The perception of family exclusion may transcend the workplace due to the weak boundaries between the family and work domains. Between individual factors (communication, progress, and support, as well as physical, cognitive,



and emotional energy) and organizational factors, work engagement serves as a mediator (job satisfaction, organizational commitment, and citizenship behavior) on the personal capacity to manage (Bostanci, 2020). For higher task performance, job engagement is indicated by one's degree of job satisfaction (Al-Omar et al., 2019), public service motivation, and a good attitude toward work (Setiyani et al., 2019). Therefore, a person's psychological state and emotional connection to his work are far more crucial for job engagement and improved performance at the workplace. The pain of family rejection makes it harder for individuals to provide the required services to the organization (Bahat, 2021). Higher the job engagement of the employee in the organization having facing family ostracism will enhance the task performance in the organization.

**H<sub>4</sub>: Job Engagement has the mediating role between Family Ostracism to Task Performance**

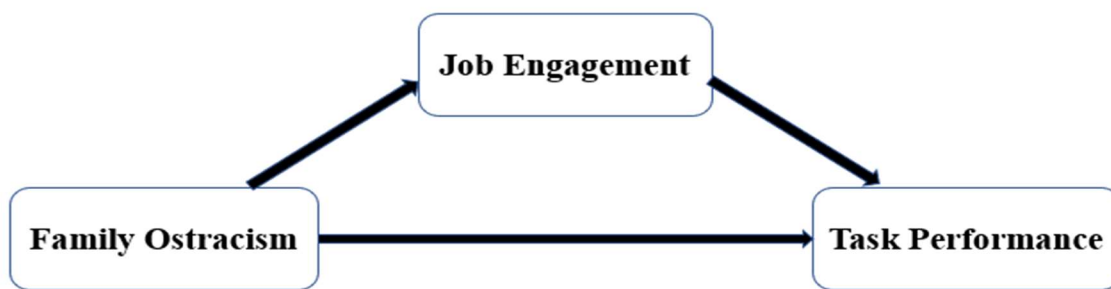


Figure 1. Model of the study

### 3. Methodology

#### 3.1 Research context

The global marketplace has been confronted with challenges for organizational survival as a result of COVID-19. These challenges necessitate organizations to promptly respond and effectively maintain their business operations and supply chains. In light of the pandemic, organizations are compelled to cultivate resilience in order to sustain their presence in the market. Examining how family-excluded employees perform in the workplace was the study's goal. Security personnel from the services sector made up the majority of the population in Punjab. To gather information on several variables, such as family ostracism, job engagement, and task performance, a 33-question survey on a 5-point Likert scale from strongly disagree to strongly agree was distributed. This study contributes to understanding how family ostracism affects job engagement, which affects employee task performance. Due to covid , in this study data was collected by using convenient sampling method. The participants of the study are male security personnel working full-time in different organization of Punjab, Pakistan's .They were selected for survey because security personnel are suffer most in term of family ostracism and thus the job turnover ration in the security staff in different organization is high. The were approaches by personal visiting to the different institute like banks, universities, manufacturing and service organization etc. Another method used for date collection is by sending the questionnaire to the HR of different organization after their consent in the call. After filling the questionnaire, the HR department returned the filled questionnaire via courier.

### **3.2 Data collection and sample**

This quantitative examination of the relationship between family ostracism, job engagement, and task performance is based on primary data. Male security personnel working full-time in Punjab, Pakistan's banks, hospitals, colleges, schools, and universities made up the study's sample. Data was collected through the concerned heads of each institute through official requests by the signed cover letter. Only 191 of the 240 individuals whose data was obtained had the necessary information. Most of them are contract individuals for various security firms. For ease of comprehension and response, we translated the scales of family ostracism, job engagement, and task performance into the local language. The effect of family ostracism on job engagement and task performance was examined using regression analysis, with job engagement acting as a mediating factor, to test the validity of the hypothesis. The deductive research methodology was used in this study. In order to collect primary data for the study, a structured questionnaire has been used in a survey that follows the deductive method approach. The current study is cross-sectional in nature and chose data collected from a cross-section of security personnel at a certain time period. Security employees completed a questionnaire that was used to gather the data. Data for the current study is gathered using a questionnaire from primary sources. The first page of the instrument outlined the survey's voluntary nature, assurance of confidentiality and objectives of the study. Data is first collected, and then it is evaluated using SPSS. Direct relationship of Hypothesis of the study is tested by using linear regression while indirect hypothesis is tested by using Hayes Process method.

### **3.3 Measure**

The following scales were adopted for family ostracism (Ferris, et al. 2008), Job engagement (Rich, et al., 2010), and adapted task Performance (Fernández-del-Río, et al., 2019; Bennett & Robinson, 2000) from previous studies.

## **4. Result**

### **4.1 Demographic Analysis**

The demographics of our study are shown in the accompanying table. According to age demographics, the frequency of the age factor between 26 and 35 is the largest, or 37.2%, while the frequency between 18 and 25 is lowest, or 2.1%. The chart also reveals that, in terms of marital status, the majority of our respondents—65.4%—are married, while 34.6% are single. More than 75% of our responders have job experience ranging from 0 to 10 years. Since we gathered information from security personnel, the majority of our respondents—62%—are just somewhat competent.

The majority of our respondents—67%—had prior employment in the armed forces, as indicated by the demographics of their past professions. This is because the majority of security companies recruit former veterans of the armed forces. Moreover, 50% of our respondents work a minimum of 10 hours a day, as per demographic data on working time. In terms of family, 45% of our respondents have families with more than 9 members. This illustrates how combined families make up the majority of households in Pakistan.

**Table 1. Demographic Analysis**

Variables	Category	Frequency	Percentage (%)
<b>Age</b>	18-25	4	2.1
	26-35	71	37.2
	36-45	51	26.7
	46 and above	65	34
<b>Marital Status</b>	Married	125	65.4
	Unmarried	66	34.6
<b>Work Experience</b>	0-5 years	71	37.2
	6-10 years	73	38.2
	>10 years	47	24.6
<b>Qualification</b>	Middle	17	8.9
	Matric	55	28.8
	Intermediate	119	62.3
<b>Previous Profession</b>	Civilian	63	33
	Armed Forces	128	67
<b>Working time</b>	8 hours	15	7.9
	10 hours	108	56.5
	12 hours	68	35.6
<b>Family Members</b>	1-4	29	15.2
	5-8	76	39.8
	9 and above	86	45

#### 4.2 Common Method Bias Analysis

Given the utilization of cross-sectional data in this study, an analysis was conducted to assess common method bias. For this step, Harman's single-factor approach indicated that a single factor could account for 43.1% of the observed variance. Consequently, it can be concluded that there is no significant concern regarding common method bias in the data.

#### 4.3 Reliability and Convergent Validity

The study employed reflective constructs and adhered to the guidelines outlined by Ahmed et al. (2022) and Fornell and Larcker (1981). Table 1 presents the factor loadings of the item ( $\lambda_i$ ), as well as the composite reliability (CR) and average variance extracted (AVE). To establish convergent validity and data reliability, the AVE value exceeded 0.50, the CR value surpassed 0.60, and the Cronbach alpha values were higher than 0.70 (Hair et al., 2012; Bhatti et al., 2022).



**Table 2. Reliability and Convergent Validity**

S. No	Items	Factor Loading( $\lambda$ )	CR	AVE	Cronbach Alpha
<b>Family Ostracism (FO)</b>			0.868	0.520	0.757
1	FO 1	.32 (invalid)			
2	FO 2	.29 (invalid)			
3	FO 3	.31 (invalid)			
4	FO 4	.811			
5	FO 5	.764			
6	FO 6	.728			
7	FO 7	.796			
8	FO 8	.646			
9	FO 9	.621			
10	FO 10	.636			
<b>Job Engagement (JE)</b>			0.849	0.549	0.845
1	JE 1	0.611			
2	JE 2	0.721			
3	JE 3	0.714			
4	JE 4	0.656			
5	JE 5	0.777			
6	JE 6	0.617			
7	JE 7	0.673			
8	JE 8	0.729			
9	JE 9	0.665			
10	JE 10	0.739			
11	JE 11	0.679			
<b>Task Performance (TP)</b>			0.876	0.539	0.868
1	TP 1	0.48(invalid)			
2	TP 2	0.719			
3	TP 3	0.728			
4	TP 4	0.617			
5	TP 5	0.796			
6	TP 6	0.617			
7	TP 7	0.856			
8	TP 8	0.736			
9	TP 9	0.727			
10	TP 10	0.613			
11	TP 11	0.609			
12	TP 12	0.776			

#### 4.4 Discriminant Validity

Following the evaluation of convergent validity, the assessment of discriminant validity was carried out, adhering to Fornell and Larcker's (1981) criterion, as illustrated in Table 2. Discriminant validity was determined by comparing the correlations between variables with the square root of AVE values, which were emphasized in bold on the diagonal. It was observed that the square root of AVE values surpassed the correlation values, providing evidence for the existence of discriminant validity within the dataset. The table 3 shown above provides an illustration of the descriptive statistics for research variables used in the study. The independent

variable, family ostracism, exhibits a mean value of 3.8110, which is positive and falls within the allowed range of 1 to 5, and a standard deviation value of 0.62965, which is acceptable within the acceptable range of -1 to +1. The second variable is job engagement, which has a mean value of 2.8505, positive and within the allowed range of 1 to 5, and a standard deviation value of 0.63352, good within the permitted range of -1 to +1. The third variable, task performance, has a mean value of 2.9034, a positive value that falls within the allowed range of 1 to 5, and a standard deviation value of 0.65040, a value within the acceptable range of -1 to +1.

**Table 3. Discriminant validity**

Variables	FO	JE	TP
Family Ostracism (FO)	<b>0.721</b>		
Job Engagement (JE)	-0.543**	<b>0.919</b>	
Task Performance (TP)	-0.476**	0.632**	<b>0.931</b>
<b>Mean</b>	3.81	2.85	2.90
<b>Std. Deviation</b>	0.629	0.633	0.655

Correlation analysis is used to find out the linear relationship between the research variables and it is denoted by “r”. The results are summarized in the table 3. The findings of the correlation coefficients between the independent variable, dependent variable, and mediator variable are shown in the above-mentioned table. In the table, there is a negative relationship (R-value = -0.543) between family ostracism and job engagement. Additionally, there is also a negative correlation between family ostracism and task performance (R-value = -0.476). The relationship between job engagement and task performance is positive, with values of (R-value = 0.632).

**Table 4. Skewness and Kurtosis**

Variables	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
<b>Family Ostracism</b>	191	-.614	.176	.843	.350
<b>Job Engagement</b>	191	.690	.176	-.535	.350
<b>Task Performance</b>	191	.543	.176	-.462	.350

The table shown above provides an illustration of the descriptive statistics for research variables used in the study. The skewness value is -0.614, which falls within the range of -1 to +1, and the kurtosis value is 0.843, which also falls within the range of -3 to +3, both of which fulfill the accepted criterion for the variable. The second variable is job engagement, which has the skewness value is 0.690, falling between -1 and +1, and the kurtosis value is -0.535, likewise falling between -3 and +3, meeting the variable's acceptance criteria. The third variable, task performance, has the variable's acceptance criterion is skewness, which has a value of 0.543 and falls within the acceptable range of -1 to +1, and kurtosis, which has a value of -0.462 and is within the range of -3 to +3. All of the aforementioned values for the variables in our study fall within the specified parameters, demonstrating the normality of our data.

#### 4.5 Regression Analysis

The results of the correlation analysis highlight the strengths and weaknesses of the variables and indicate if there are any correlations between them, but the correlation analysis did not offer any guidance regarding their causal connection. Because, two causalities are related to a third variable, they might exhibit a correlation even if they are not associated. Therefore, in order to analyze the causal connection between the variable and to test the hypothesis of the study regression study is conducted.

The regression analysis determines if the model's independent variable (family ostracism) accurately reflects the dependent variable (task performance) and whether the mediating variable (job engagement) has any effect on the relationship between the independent and dependent variables. Additionally, it establishes how much of the variance in the dependent variable can be explained by the independent variable.

**Table 5. Regression Analysis**

Relationship	R	R <sup>2</sup>	Adj R <sup>2</sup>	S.E	$\beta$	t-value	p-value	Result
FO -->TP	0.476	0.227	0.223	0.5734	-0.476	18.725	0.00	Accepted
FO -->JE	0.543	0.295	0.291	0.533	-0.543	20.773	0.00	Accepted
JE -->TP	0.832	0.693	0.691	0.36155	0.832	15.871	0.00	Accepted

*Note: FO: Family Ostracism, TP: Task Performance, JE: Job Engagement*

The above table shows that the R-value for family ostracism is 47.6% (0.476) which depicts a relationship with task performance. The value of R squared/ coefficient of determination is 0.227 which determines that there is a 22.7% variation in task performance explained by family ostracism. The adjusted R squared value is 22.3% (0.223) which represents the modified description of R square. The value of standard error estimation is (0.5734) which represents the accurate sample mean of the population. The coefficient of beta value is -0.476 this shows that a one-unit change in the family ostracism will bring -47.6% changes in task performance. The sign in the Beta value represents that family ostracism negatively impacts task performance. The t-value is 18.725 which also represents the significance as a t-value  $\geq 2$ . The F-value is 55.45 which also represents the positive value and is acceptable as F-value  $\geq 3$ . The value of p shows that the significance is less than 0.05 so, our proposed hypothesis that family ostracism impact negatively on task performance is accepted.

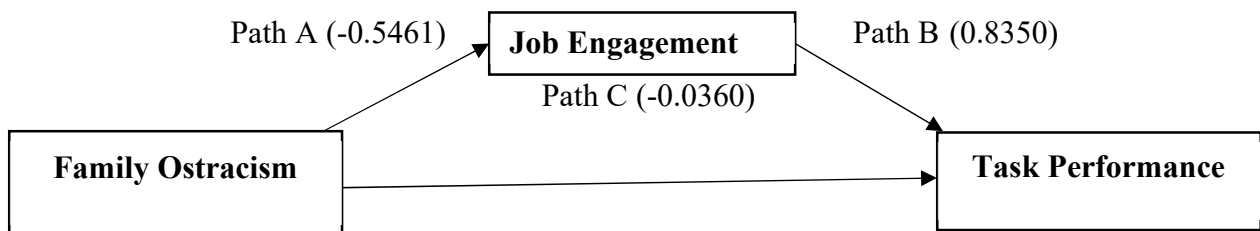
The above table shows that the R-value for family ostracism is 54.3% (0.543) which depicts a relationship with job engagement. The value of R squared/ coefficient of determination is 0.295 which determines that there is a 29.5% variation in job engagement explained by family ostracism. The adjusted R squared value is 29.1% (0.291) which represents the modified description of R square. The value of standard error estimation is (0.533) which represents the accurate sample mean of the population. The coefficient of beta value is -0.543 this shows that a one-unit change in family ostracism will bring -54.3% changes in job engagement. The sign in the Beta value represents that family ostracism negatively impacts job engagement. The t-value is 20.773 which also represents the significance as a t-value  $\geq 2$ . The F-value is 78.934 which also represents the

positive value and is acceptable as  $F\text{-value} \geq 3$ . The value of  $p$  shows that the significance is less than 0.05 so, our proposed hypothesis that family ostracism impact negatively on job engagement is accepted.

The above table shows that the  $R$ -value for job engagement is 83.2% (0.832) which depicts a relationship with task performance. The value of  $R$  squared/ coefficient of determination is 0.693 which determines that there is a 69.3% variation in task performance explained by job engagement. The adjusted  $R$  squared value is 69.1% (0.691) which represents the modified description of  $R$  square. The value of standard error estimation is (0.3615) which represents the accurate sample mean of the population. The coefficient of beta value is 0.832 this shows that a one-unit change in job engagement will bring 83.2% changes in task performance. The  $t$ -value is 15.871 which also represents the significance as a  $t\text{-value} \geq 2$ . The  $F$ -value is 425.845 which also represents the positive value and is acceptable as  $F\text{-value} \geq 3$ . The value of  $p$  shows that the significance which is less than 0.05 so, our proposed hypothesis that job engagement impact positively of task performance is accepted.

#### 4.6 Mediation Analysis

In order to carry out mediation analysis in our study we have used the Andrew Hayes process (V3.4). We have analyzed direct and indirect relationships between an independent and dependent variable with mediating variables in the below table.



The above table illustrates the mediation analysis of job engagement between family ostracism and task performance. The result shows that there is a significant indirect impact of family ostracism on task performance ( $b = -0.455$ ,  $t = 20.77$ ) which supports our proposed hypothesis. Further, the direct effect of family ostracism on task performance in the presence of a mediator is insignificant ( $b = 0.036$ ,  $p = 0.4697$ ). Hence job engagement plays a fully mediated relationship between family ostracism and task performance.

#### 5. Discussion

The present study focused on examining the influence of family ostracism on job engagement and task performance, employing the Reciprocity Theory framework. By investigating these associations in the context of the contemporary era, the study aimed to enhance our understanding of how family dynamics affect work-related outcomes. The findings of this study confirmed the existence of family ostracism and its adverse impact on both job engagement and task performance. Participants who reported experiencing family ostracism demonstrated lower levels of job engagement, indicating diminished emotional connection and dedication to their work. These results align with previous research that has demonstrated the spill-over effects of negative family relationships on workplace engagement and commitment (Smith et al., 2019).

Additionally, the study revealed a significant link between family ostracism and impaired task performance. Individuals who encountered family ostracism reported lower scores in task

performance, indicating reduced productivity and effectiveness in fulfilling their job responsibilities. This finding supports prior research that has highlighted the negative consequences of family conflict and exclusion on work-related outcomes (Staw et al., 2014; Jones et al., 2017).

By utilizing the Reciprocity Theory framework, this study provided valuable insights into the reciprocal relationship between family ostracism and job outcomes. The findings demonstrated that higher levels of family ostracism were associated with lower job engagement and decreased task performance. These results suggest that individuals respond to negative treatment within the family environment by exhibiting reduced engagement and effectiveness in the workplace. This observation aligns with the core principles of Reciprocity Theory, which propose that individuals reciprocate positive and negative treatment in their social interactions (Gouldner, 1960).

The outcomes of this study underscore the importance of addressing family ostracism within the contemporary era. Organizations should acknowledge the potential impact of family dynamics on employee well-being and performance. Implementing interventions and support systems that foster positive family relationships can contribute to enhanced job engagement and task performance. For instance, offering resources such as family counseling, conflict resolution programs, and flexible work arrangements may assist employees in navigating family challenges and maintaining positive work attitudes (Greenhaus et al., 2010; Baltes et al., 2015).

Organizations nowadays, when organizational complexity is substantial, must comprehend how ostracism models are forming and how those affect employee well-being (Robinson et al., 2013). The desire for emotional stability among individuals to accomplish corporate goals, uncertainties, obstacles, and targets is quite considerable (Li & Ashkanasy, 2019). However, flexible social and emotional support should be provided in accordance with individual interests and needs (Collie, 2020), with critical and constructive effects (Green et al., 2017), for the best organization support perception to increase job engagement and maximize overall relationship at low cost (Dutta and Fischer, 2021; Rich et al., 2010). For this, there is less disruption and beneficial behavior as a result of the high level of employee engagement (Den Hartog & Belschak, 2012).

The low psychological and mental health of American employees results in trillion-dollar losses (Japsen, 2018). In addition to family concerns, the nature of the job may cause stress in the lives of employees. According to prior studies, the sensation of being shunned can endure anywhere from a few seconds to several decades, although it often only lasts for a few times inside the family. Depending on the frequency and style, ostracism can occasionally be a remarkable and unforgettable experience (Nezlek et al., 2012).

Good communication is a key factor in determining how happy a couple is together (Feeney, 1994), and it also helps to lessen conflicts between work and family (Carroll et al., 2013). Over time, ostracism's effects can be reversed for higher job engagement among self-conscious individuals (Wu et al., 2021). Ostracism of subordinates by higher-ranking workers may be one way they show their disrespect for them (Williams, 2001). Because several targets have been identified, the data provided as a foundation for research on family ostracism.

The findings supported our study into the relationships among family ostracism, job engagement, and task performance, as well as the function of job engagement as a mediating factor. Family ostracism is the practice of excluding, undermining, and denying employees the freedom to make their own decisions at home. The report also advises managers to investigate other potential sources of employee stress, such as family, employment, etc., when organizational productivity declines. Family ostracism may arise as a result of a work-life balance issue, which causes psychological distress in the workers.

### **5.1 Theoretical Implications**

Our study has a number of theoretical implications. Previous studies only addressed the family ostracism domain and focused on workplace ostracism (Liu et al., 2013). We extended our research to include the impacts of family ostracism in the workplace with lower socioeconomic classes. By acknowledging the impact of armed employees on job performance, our research goes beyond the negative effects of family abuse on employee performance (Lim and Tai, 2014), fostering innovation and creativity at work (Babalola et al., 2017), and modeling the best behavior at workplaces for high performance. By understanding relationship components such as family priorities, strengths, and expectations, practitioners can better the task performance of employees in today's changing cultural and social context of complicated families (Cook & Gregory, 2020). In order to improve performance, our study is concerned with employee well-being, and it also draws attention to the problem in other industries and management levels.

### **5.2 Practical Implication**

The study emphasizes the significance of organizations acknowledging the potential influence of family ostracism on employee well-being and performance. Organizations should increase awareness regarding the possible spillover effects of negative family dynamics on the workplace. By acknowledging the existence of family ostracism and its potential consequences, organizations can foster a supportive and empathetic work environment. The findings underscore the importance of cultivating positive family relationships. Organizations can introduce interventions and support systems to aid employees in navigating family challenges. Offering resources like family counseling, conflict resolution programs, and flexible work arrangements can assist employees in managing the effects of family ostracism and maintaining positive work attitudes.

The study highlights the impact of family ostracism on job engagement and task performance. Organizations should strive to create an environment that encourages employee engagement and provides support for managing family-related stressors. By addressing family ostracism, organizations can bolster job engagement and task performance, ultimately leading to heightened productivity and organizational success. The study underscores the necessity for organizations to consider the work-life balance of their employees. By implementing flexible work arrangements, organizations can assist employees in balancing family obligations and mitigating the negative consequences of family ostracism on job engagement and task performance. Supporting work-life balance contributes to employee well-being and job satisfaction.

The findings emphasize the role of managers in supporting employees experiencing family ostracism. Managers should receive training to recognize indicators of family ostracism and provide appropriate support and resources to affected employees. Establishing an open and supportive communication channel can help employees feel valued and understood, ultimately enhancing job engagement and task performance.

### **5.3 Limitations and Future Directions**

The study's findings are based on a specific sample, potentially limiting their generalizability to the broader population. The unique characteristics and experiences of the participants may restrict the applicability of the results. Future research should strive to include more diverse samples to enhance the external validity of the findings.

The study relied on self-report measures to assess family ostracism, job engagement, and task performance. However, self-report measures are susceptible to biases, such as social desirability or recall biases, which can influence the accuracy of participant responses. To obtain a more



comprehensive understanding of the constructs under investigation, future research could incorporate objective measures or multiple sources of data.

The use of a cross-sectional design in the study limits the establishment of causal relationships between family ostracism, job engagement, and task performance. Longitudinal or experimental designs would provide stronger evidence of causality and allow for the examination of temporal dynamics and potential reciprocal effects.

Another potential limitation is the introduction of common method bias due to the use of self-report measures for multiple variables in a single survey. Despite efforts to minimize this bias, it remains important to acknowledge this potential limitation.

The study may have focused on a specific industry or organization, restricting the generalizability of the findings to other industries or contexts. Family dynamics and the impact of family ostracism can vary across different industries and organizational cultures. Replication studies in diverse settings are necessary to validate the findings across various contexts.

Furthermore, the study's scope was limited to examining family ostracism, job engagement, and task performance. While these variables are crucial, there may be other factors and variables that influence the relationship between family dynamics and work-related outcomes. Future research should consider incorporating additional variables to provide a more comprehensive understanding of the topic.

## **5.4 Conclusion**

To begin with, the study successfully validated the existence of family ostracism and its detrimental consequences on job engagement and task performance. Individuals who encountered family ostracism exhibited lower levels of job engagement, indicating a diminished emotional connection and commitment to their work. Moreover, their task performance scores showed a significant decrease compared to those unaffected by family ostracism, indicating compromised productivity and effectiveness in fulfilling job responsibilities.

Additionally, the study employed Reciprocity Theory as a framework to explore the reciprocal association between family ostracism and job outcomes. The findings substantiated the theory by demonstrating that individuals experiencing higher levels of family ostracism were less inclined to engage in their job and exhibit efficient task performance. This reciprocal effect underscores the significance of fostering supportive familial relationships to cultivate positive work-related attitudes and behaviors.

These outcomes emphasize the importance of addressing the issue of family ostracism in the contemporary era. Organizations should acknowledge the potential impact of family dynamics on employee well-being and performance. By implementing interventions and support systems that promote positive family relationships, organizations can contribute to enhancing job engagement and task performance.

It is crucial to consider that the findings of this study are context-specific and pertain to the participants involved. Further research is encouraged to investigate the generalizability of these findings to diverse populations and industries. Nonetheless, this study provides valuable insights into the correlation between family ostracism and work-related outcomes, highlighting the significance of cultivating supportive family environments in fostering employee engagement and performance. Due to psychological disruption, family ostracism has a direct impact on one's performance. Our research focuses on the mental health and psychological well-being of security workers in order to improve their performance. This may be increased by mutual communication

and resolving domestic issues, such as financial, time, and support from other stakeholders to manage the work-family relationships.

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