



How Work–Family Conflict Shapes Organizational Citizenship Behavior Through Workplace Ostracism and Psychological Well-Being

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ABSTRACT

The contemporary workplace has largely come to include competing demands. This creates the issue of work–family conflict (WFC) for employees and organizations alike. This study adheres to the tenets of Conservation of Resources (COR) Theory in the analysis of the relationship between WFC and OCB, while assessing the roles of workplace ostracism (WPO) and psychological well-being (PWB) as potential mediators. Research data was collected from employees working at banking organizations in Pakistan. The research model was validated using the method of Partial Least Squares Structural Equation Modeling (PLS-SEM). It was found that WFC has negative effects on workplace ostracism and psychological well-being, both of which are reflected in employees' levels of OCB. The current study attempts to fill a gap in the existing literature by focusing on the social and psychological aspects of employee well-being and organizational behavior. This study extends COR Theory to the developing world. The implications of this study are intended for management practitioners to provide practical approaches for the enhancement of employee well-being, the mitigation of workplace ostracism, and the positive affirmation of discretionary behaviors in support of organizational effectiveness.

Keywords: Organizational Citizenship Behavior, Work–Family Conflict, Workplace Ostracism, Conservation of Resources Theory, Support of Organizational.

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1. Introduction

Balancing both professional and personal responsibilities in today's environment is problematic for employees. Changes in economic and social conditions have been accompanied by significant changes in the nature of work due to changing workforce demographics, increased performance demands, and a global economy (Lim 2023; and Bedekaret al. 2026). Employees are faced with a difficult choice between competing demands for work and family obligations due to the need for organizations to maintain competitive advantages (Latip et al., 2022; Yan et al., 2025; Obrenovic et al., 2020). Work-family conflict is a major problem for both the organization and society (Ratnaningsih & Idris, 2025; Colombo & Ghislieri, 2008). Employees experience work-family conflict as experiencing demands that make it difficult to engage in one role due to demands of the other role (Obrenovic et al., 2020; Yang et al., 2024). Stress, emotional exhaustion, and lowered job satisfaction and well-being are the consequences experienced by employees (Latip et al., 2022). Understanding the impacts of work-family conflict has become critical for research in the area of organizational behavior, management, human resources due to the complex nature of present-day work.

There is ample evidence that work-family conflict constitutes a negative problem for both employees and their employers. At the individual level, WFC leads to distress, lowered overall satisfaction in life, and undesirable health impacts (Chakraborty & Mahanta, 2019). At the organizational level, it leads to uncommitted employees, a drop-in productivity, an employee "brain drain," and a loss of commitment to the organization (Pan et al., 2022). OCB is of special interest to researchers, presumably more than most other outcomes of work-family conflict. OCB is action taken to support an organization's work that is externally encouraged neither by reward nor by rule. Examples of OCB include helping a colleague or going beyond one's formal duties to volunteer for additional duties or to support the organization (Malekar, 2020). OCB has positive impacts on both the service quality and the entire organizational performance in the long-term (Pan et al., 2022).

Past studies have identified connections between WFC and OCB, but the processes that connect the two have not been explained (Lin et al., 2022; Özen

& Yücel, 2026). One key area that remains understudied is how the social and psychological experiences of employees combine to shape their discretionary behavior. This area is worth studying because workplace stressors seldom influence employees through a single process. Rather, the employees and the work context together determine the overall outcome. One of these processes is workplace ostracism. Ostracism at work is perceived social isolation by the employees or being ignored and by the supervisors at work and through social exclusion (Sahabuddin et al., 2023; Liu & Xia, 2016). As compared to other forms of mistreatment at work, ostracism is hard to identify because of its covert nature, but the effects that ostracism has on employees is significant. Employees who experience ostracism develop a sense of exclusion and begin to suffer from negative emotions and increase their workplace distress (Fatima et al., 2023; Nasir et al., 2024). This experience results in a negative workplace citizenship and a waning obligation to the organization.

PWB is a major factor when it comes to employee attitudes and performance. PWB includes being satisfied with life and stable emotions and experiencing personal growth and having a sense of purpose (Dhanabhakym & Sarath, 2023). Whereas PWB is at a good level, employees show high levels of motivation, resilience, and organizational commitment. The opposite is true for employees who have poor psychological well-being. (Adams, 2019; David et al., 2024) Because of this, PWB may help explain how WFC impacts workplace behavior. According to conservation resource theory, individuals seek all means necessary to protect, acquire and maintain their valuable resources, including energy, time, social support, and PWB. Loss or diminishing of these resources yields an individual's psychological well-being and creates a state of stress. (Yang et al., 2024; Obrenovic et al., 2020) In the context of work-family conflict, employees are forced to distribute their resources to meet the demands of the various domains. The negative impact on both PWB and workplace relationships is the result of protracted WFC.

From a COR perspective, workplace ostracism and PWB are mechanisms connecting WFC to organizational citizenship behavior (Lin et al., 2022). Employees who experience work-family

conflict may use up emotional and psychological resources to the point of becoming vulnerable to a sense of social exclusion (Dukhaykh, 2023; Li et al., 2024; Chen et al., 2025). Meanwhile, continuous WFC diminishes PWB, thus reducing employees' motivation and ability to engage in extra-role organizational behaviors. This loss of resources diminishes organizational citizenship behavior (Alriyami & Kampouris, 2026). Given these circumstances, the banking sector in Pakistan is a good place to test this theory. For instance, banking employees engage a lot and have a lot of customer interactions, which results in long work hours and demanding goals. This increases WFC along with the mental and psychological problems that come with it. Although there is a focus on the banking sector in Pakistan regarding employee well-being, there is still valuable research needed on the relationship between work–family conflict, workplace ostracism, PWB and OCB. Also, almost all of the research on these topics has been done in the West and there are issues with the findings of this research being applicable in different, more collectivist societies. The way people think of their family and work will all be related to cultural norms and social exclusion and psychological well-being (Chen, 2025; Zakaria & Ismail, 2017). This research in Pakistan finds these relationships from a new direction and helps us to think of organizational theories outside of the West and their limitations.

This study adds to the literature in various ways. First, it adds to COR theory in the area of the social and psychological pathways work family conflict spans to influence OCB. Second, it combines the literature on workplace ostracism and psychological wellbeing. Third, it presents empirical data from the banking sector in Pakistan, and thereby increases the understanding of employee behavior in developing countries. Lastly, this study helps organizational leaders to enhance employee psychological wellbeing, curb workplace ostracism, and enhance positive behavior in the workplace. For this, the study focuses primarily on the impact of WFC on OCB and the mediating role of workplace ostracism and psychological wellbeing of banking employees in Pakistan.

2. Literature Review and Hypotheses Development

2.1 Theoretical Framework

This study is based on the Conservation of Resources (COR) Theory. According to Hobfoll (1989), individuals value and endeavor to conserve time, energy, social capital, status, and inner peace. Threat to valued resources generates stress. Stress is also generated due to losing resources or not getting desired resources after significant efforts. Employees in organizations are typically expected to manage their resources across several domains of life (Demerouti, 2025). Work and family represent two important domains that compete for employees' attention, time, and emotional energy. When demands arising from these domains become incompatible, employees experience WFC, which may result in resource depletion and subsequent psychological strain (Yang et al., 2024; Obrenovic et al., 2020).

COR theory further suggests that resource loss tends to exert a stronger psychological effect than resource gain (Zeng et al., 2025). Consequently, employees experiencing persistent work–family conflict may become increasingly vulnerable to negative workplace experiences and reduced psychological functioning. Such resource depletion may influence interpersonal relationships, perceptions of social inclusion, and discretionary workplace behaviors. Therefore, COR Theory provides an appropriate theoretical lens for understanding how WFC influences workplace ostracism, PWB, and organizational citizenship behavior.

2.2 Organizational Citizenship Behavior and Work–Family Conflict

WFC refers to a form of role conflict in which pressures associated with work and family responsibilities are mutually incompatible (Wang, 2024; Colombo & Ghislieri, 2008). The inability of employees to balance work and family obligations leads to emotional exhaustion and a reduced supply of psychological resources and increases stress. OCB describes the actions of employees that go above and beyond their formal job responsibilities to assist and enhance the functioning of the organization (Abualigah et al., 2025; Malekar, 2020). OCB can include actions such as helping one's colleagues, taking on voluntary assignments, engaging in organizational initiatives, or

developing a positive work environment.

From a COR perspective, employees have limited resources that must be managed. Work-family conflict consumes significant resources, and this leaves fewer resources for discretionary behaviors beyond what the organization requires (Dewangan & Goswami, 2025). Consequently, employees may choose to focus on required duties while making a volitional contribution that requires a greater emotional, cognitive, or physical effort. Employees are likely to reduce the positive layers of discretionary work behavior. Empirical research provides support for this view. Pan et al. (2022) noted that work-family conflict decreases voluntary work while increasing necessary efforts, resulting in a decrease in citizenship behavior. Obrenovic et al. (2020) documented that work-family conflict negatively influences employees' attitudes and levels of participation at work and, consequently, a decline in positive discretionary behaviors. Based on the preceding arguments (theoretical and empirical), this hypothesis is offered:

H1: Work–family conflict negatively influences organizational citizenship behavior.

2.3 Work–Family Conflict and Workplace Ostracism

Workplace ostracism describes perceptions of coworkers or managers socially excluding, ignoring, or rejecting employees in the workplace (Sahabuddin, 2023; Liu & Xia, 2016). Threatening the need for social acceptance, workplace ostracism, while often invisible, may lead to the psychological and behavioral consequences of the employee as the employee perceives the workplace to be unsafe (Kruhisari, 2023). Employees experiencing work-family conflict may experience higher stress levels and emotional exhaustion with a loss of engagement at the workplace. These conditions influence the nature of workplace interactions and social connections. Compounding the competing demands of life may lead to social distancing as an employee may seem emotionally distant, unavailable, and less engaged to the organization.

COR theory states that social interaction is a resource that helps cope and adjust. Employees with work-family conflict are likely to recede from social interactions in the workplace, thus becoming vulnerable to perceptions of being excluded from the workplace. Social distancing magnifies the loss

of resources and may initiate a cycle of stress and withdrawal. It has been documented that the pressure of work, coupled with an isolating workplace, may lead to weakening and obscuring of social contacts at the workplace (Fatima et al., 2023; Nasir et al., 2024). Employees who experience work-family conflict are thus at a high risk of being socially excluded at the workplace. Hence, the hypothesis is as follows:

H2: Work–family conflict positively influences workplace ostracism.

2.4 Workplace Ostracism and Organizational Citizenship Behavior

The relationship between WFC and OCB has become a major research interest in recent years. Workplace ostracism has been shown to lead to various negative feelings including diminished levels of belongingness, trust and attachment towards the organization (Li et al. 2021). Belongingness is an important human need, and individuals who are ostracized from the workplace develop emotional problems and a lack of interest to support the organization in meeting its goals. Based on COR theory, social support and relationships at work help employees in managing workplace problems. Workplace ostracism limits collaboration, emotional support and social exchange and therefore diminishes the resources noted above (Sahabuddin 2023; Liu & Xia, 2016).

As a result, employees affected by workplace ostracism tend to save their resources by transporting themselves to the bare minimum at work by limiting themselves to job responsibilities. Instead of extending courteous assistance to coworkers, and supporting the organization in various ways, they will limit themselves to the legal duty. This perception is supported by the empirical evidence. Helping behavior and commitment toward the organization, as well as citizenship behavior, have all been negatively impacted by workplace ostracism (Li et al 2021). Social exclusion, for instance, has negatively impacted employees' workplace attitudes and has been shown to adversely impact their well-being (Fatima et al 2023). Based on this, the following hypothesis is posited:

H3: Workplace ostracism negatively influences organizational citizenship behavior.

2.5 Work–Family Conflict & Psychological Well-Being

PWB includes positive emotions and satisfaction with life, as well as positive development, autonomy, and a sense of purpose (Dhanabhakym & Sarath, 2023). People make assessments involving their psychological function and quality of life. Conflict between the demands of work and family is a recognized as a substantial source of psychological strain because it forces people to balance challenges across essential life domains. Employees miss family obligations and experience symptoms of stress, anxiety and emotional exhaustion, and frustration due to chronic WFC (Obrenovic et al., 2020).

In COR theory, psychological well-being is a valuable personal resource (Abualigah, 2024). Prolonged exposure to work - family conflict diminishes the psychological and emotional resources, making it difficult for the employees to function in a positive manner (Chaudhary, 2023). Eventually, employees may experience deteriorated life satisfaction and reduced resource levels along with a diminished sense of psychological well-being. Declining levels of PWB may be explained by the work - family conflict literature. Obrenovic et al., (2020) found that WFC diminishes PWB by increasing work-family conflict and reducing psychological safety. Chakraborty and Mahanta (2019) stated that excessive workplace demands have negative implications on employee well-being and quality of life. The following hypothesis has been developed:

H4: Work–family conflict negatively influences psychological well-being.

2.6 Psychological Well-Being and Organizational Citizenship Behavior

Psychological well-being is an important factor in employee attitudes and behaviors in today's workplace. Employees with higher psychological well-being are more motivated, resilient, and engaged and are more committed to the organization's goals (Lee & Kim, 2023; Adams, 2019). Emotional and cognitive resources characterizing a state of psychological health are of a higher order than those described by the COR model, and can therefore be invested in workplace activities that are done above and beyond the call of duty. Such employees tend to help their colleagues and are more likely to participate in organizational

initiatives of their own accord and engage in behaviors that enhance organizational effectiveness.

The converse is true for employees who suffer from poor psychological well-being. They tend to use a lot of resources to deal with personal distress which then affects their ability to engage in behaviors that are not required by their job description. Such employees are less willing to engage in OCB. An abundance of research has shown that positive relationships exist between employee well-being and positive performance at work. Dhanabhakym and Sarath (2023) asserted that PWB is a positive influence on workplace behaviors, and Adams (2019) placed a premium on the well-being of employees for both the effectiveness and performance of the organization.

Accordingly, the following hypothesis is proposed:

H5: Psychological well-being positively influences organizational citizenship behavior.

2.7 Mediating Role of Workplace Ostracism

According to COR theory, work–family conflict may not influence OCB directly. However, WFC may influence OCB it may even occur through interpersonal mechanisms (Andrade & Neves, 2022). Conflict at work and at home may lead to resource depletion. Employees who are worked to exhaustion from work-family conflict may exhibit less social engagement and a greater inclination toward perceiving themselves as socially excluded. Work-related social exclusion or ostracism may diminish an employee's motivation to go beyond the expectations of their formal work duties. In this respect, workplace ostracism should mediate the relationship between work-family conflict and organizational citizenship behavior.

H6: Workplace ostracism mediates the relationship between work–family conflict and organizational citizenship behavior.

2.8 Mediating Role of Psychological Well-Being

Psychological well-being may be a pathway through which work–family conflict shows an influence on organizational citizenship behavior (Dewangan & Goswami, 2025). When work–family conflict persists, employees report declining PWB due to resource depletion. Lower psychological well-being is thought to impact an employee's motivation and ability to perform

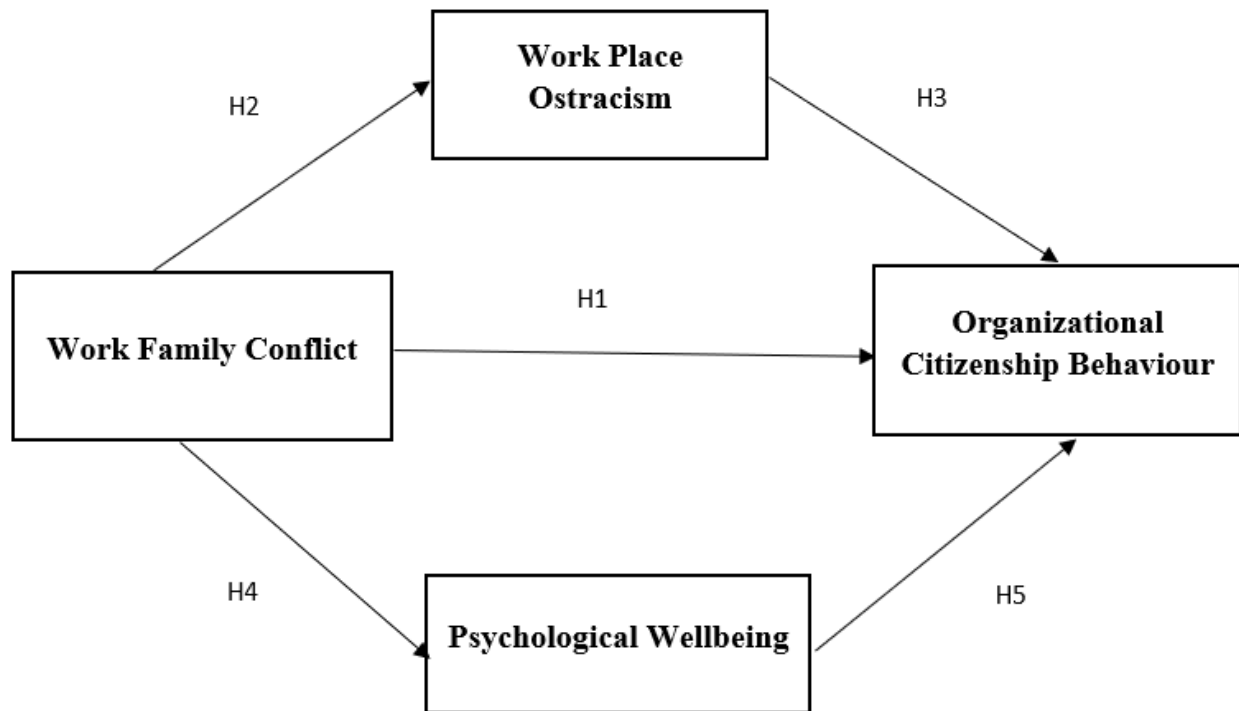
discretionary behaviors at work (Hameed et al., 2022). Therefore, PWB is hypothesized to mediate the WFC and OCB relationship.

H7: Psychological well-being mediates the relationship between work–family conflict and organizational citizenship behavior.

2.9 Conceptual Framework

Based on conservation of resources theory

Fig 2.1: Theoretical framework of study



3. Research Methodology

3.1 Research Design

The design of this study is cross sectional survey design with the aim of examining the relationship between WFC and WPO with PWB and OCB. A quantitative design was appropriate because it integrates empirical criteria to test the relationships among constructs that are considered to be latent (Creswell & Creswell, 2018). COR theory was the foundation for this study. Theory posits that work–family conflict creates negative workplace behavior and psychological functioning (Hobfoll, 1989).

3.2 Sampling and Population

The population was employees of public and private sector banks in Pakistan. The banking sector was selected based on the high levels of demand on

(Hobfoll, 1989), the proposed conceptual framework states that WFC leads to OCB, both directly and indirectly, through workplace ostracism and psychological well-being. Workplace ostracism involves a social resource loss, whereas psychological well-being is a personal resource loss. These mediators provide a full account of how work–family conflict affects an employee’s behavior at work.

employees due to long hours, performance pressures, dealing with customers, and WFC and related problems at work (Obrenovic et al., 2020). Data gathering was hindered by the nature of the convenience sampling method used due to challenges in obtaining a complete sampling frame. Consequently, surveys were sent to banking employees at various levels and work unit organizational divisions. A total of 200 surveys were distributed and 190 were completed. After discarding incomplete surveys, 164 completed surveys were analyzed. The sample size was adequate to test the research model and analyze the relationships between the study variables.

3.3 Measures

Structured questionnaires that are based on previously published measurement scales were

used to conduct the study. Five-point Likert scale response options (1=strongly disagree, 5=strongly agree) were used to measure all study variables. WFC was measured using a scale based on Obrenovic et al. (2020). It captures the extent to which war-related tasks make it difficult to fulfill family tasks. WPO was assessed with a scale based on Ferris et al. (2008) and Liu and Xia (2016). Positive psychological functioning and overall well-being at work was measured using items adapted from Obrenovic et al. (2020) and Dhanabhakyaam and Sarath (2023). OCB was measured using an adapted scale from Pan et al. (2022) that captures employees' voluntary behaviors that go beyond the call of their job to benefit the organization. The questionnaire included demographic questions on gender, age, marital and employment status, work experiences, and family characteristics. Data collection was voluntary and respondents were guaranteed that their responses would be confidential. The data collected were only for research purposes and no other use was intended.

4. Results

4.1 Respondent Profile

We analyzed 164 valid responses. Of these, 70.7% were male and 29.3% were female. Most

respondents were married and in the age range of 26 to 40 years. The sample included employees from all levels of banks and from all sections of the banking industry. Most respondents were employed on a full-time basis as is the case in the banking sector in Pakistan. Based on these demographics, we believe the respondents were able to provide quality insights on WFC, workplace ostracism, PWB, and organizational citizenship behavior, as they had adequate professional and personal experiences.

4.2 Measurement Model Assessment

The validity and reliability was tested before testing the hypotheses. The internal consistency (Cronbach's alpha) and Composite Reliability (CR) were used to estimate the degree of internal consistency. The construct loadings and Average Variance Extracted (AVE) were calculated for convergent validity. The reliability of all constructs was acceptable. The results showed Cronbach's alpha values more than the endorsed value of 0.70 (Hair et al., 2022). The values are ranging in interval of 0.797-0.862. Similarly, Composite Reliability values ranged from .868 to .904, indicating acceptable internal consistency. In the similar manner, all variables exceeded from threshold value of AVE i.e., 0.50, confirming convergent validity (Hair et al., 2022).

Table 4.1: Reliability and Convergent Validity

Construct (Loadings)	Cronbach's Alpha	Composite Reliability	AVE
Work–Family Conflict (WFC1 = 0.801, WFC2 = 0.804, WFC3 = 0.766, WFC4 = 0.783, and WFC5 = 0.786)	.847	.891	.621
Organizational Citizenship Behavior (OCB1 = 0.801, OCB2 = 0.890, OCB3 = 0.847, and OCB4 = 0.816)	.862	.904	.703
Workplace Ostracism (WPO1 = 0.800, WPO2 = 0.746, WPO3 = 0.809, and WPO4 = 0.800)	.797	.868	.622
Psychological Well-Being (PWB1 = 0.803, PWB2 = 0.859, PWB3 = 0.807, and PWB4 = 0.842)	.847	.897	.685

The findings indicate that all constructs exhibited adequate reliability and convergent validity and were therefore suitable for further analysis.

4.3 Discriminant Validity

The Heterotrait–Monotrait Ratio (HTMT) criterion was used to test discriminant validity. HTMT values less than .85 are considered satisfactory levels of discriminant validity (Henseler et al., 2015).

Table 4.2: HTMT Results

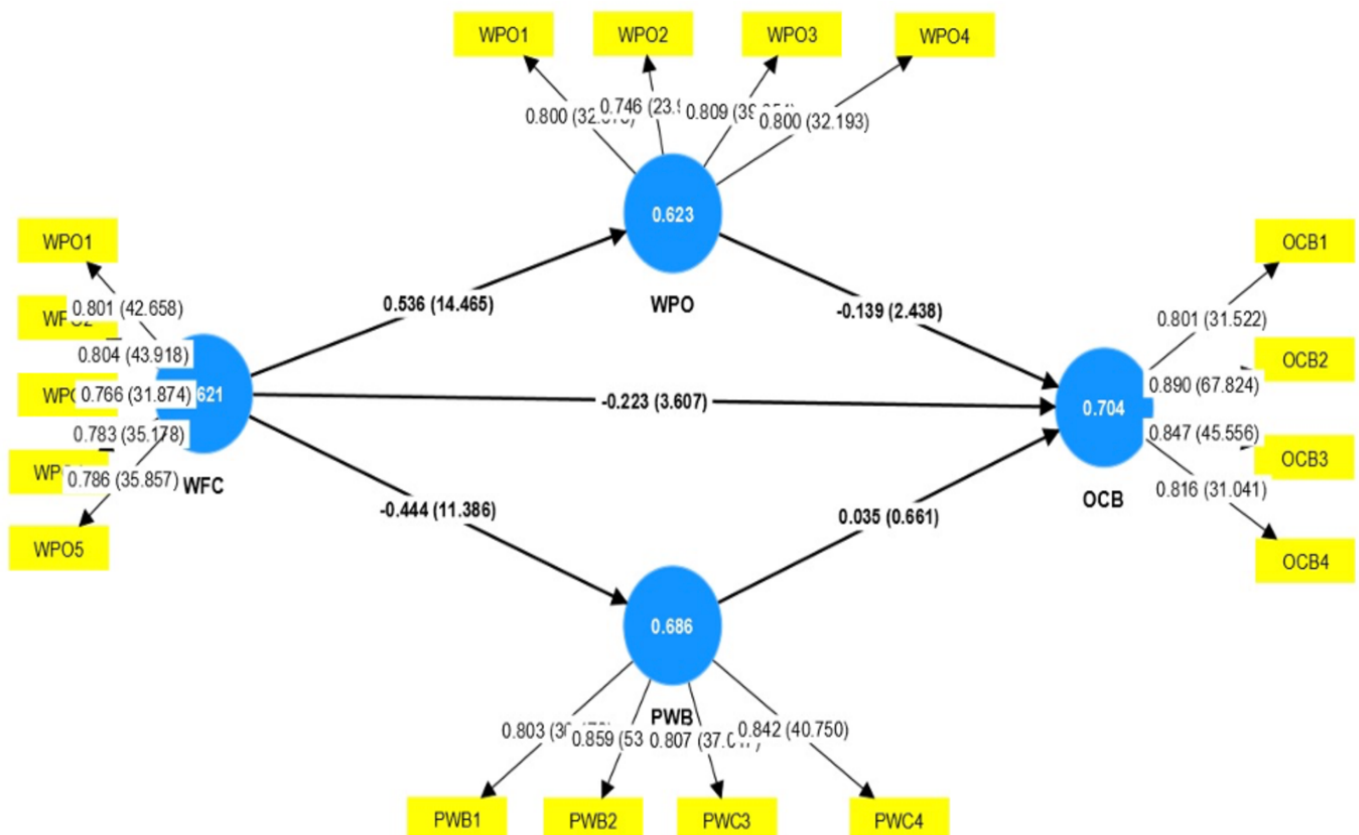
Constructs	WFC	OCB	WPO	PWB
WFC	—			
OCB	.349	—		
WPO	.649	.301	—	
PWB	.513	.168	.161	—

All HTMT values are less than threshold value, signifying that the variables were different from one another empirically. Therefore, discriminant validity was established.

4.4 Structural Model Assessment

After the measurement model, the structural model was assessed to examine the hypothesized

relationships between work–family conflict, workplace ostracism, psychological well-being and organizational citizenship behavior. The significance of direct and indirect relationships was assessed using the bootstrapping procedure. The results are presented in Table 4.3 while smartPLS output is shown in Figure 4.1.

Figure 4.1: SmartPLS Bootstrapping Output

The bootstrapping results indicate that WFC significantly influences WPO, PWB, and OCB. Specifically, WFC has a strong positive effect on WPO ($\beta = 0.536, t = 14.465$), whereas it has significant negative effects on PWB ($\beta = -0.444, t = 11.386$) and OCB ($\beta = -0.223, t = 3.607$). WPO also has a significant negative effect

on OCB ($\beta = -0.139, t = 2.438$). In contrast, the effect of PWB on OCB is positive but statistically insignificant ($\beta = 0.035, t = 0.661$). Therefore, four of the five proposed direct hypotheses are supported, while the hypothesis concerning the effect of PWB on OCB is not supported.

Table 4.3: Hypotheses Testing

Relationship	Path coefficient	t-value	Direction	Decision
WFC → WPO	0.536	14.465	Positive	Accepted
WFC → PWB	-0.444	11.386	Negative	Accepted
WFC → OCB	-0.223	3.607	Negative	Accepted
WPO → OCB	-0.139	2.438	Negative	Accepted
PWB → OCB	0.035	0.661	Positive	Not Accepted
WFC → WPO → OCB	-0.016	1.201	Negative	Not Accepted
WFC → PWB → OCB	-0.076	2.012	Negative	Accepted

Furthermore, the mediation analysis shows that WPO does not significantly mediate the relationship between WFC and OCB, as the indirect effect is negative but statistically insignificant ($\beta = -0.016, t = 1.201$). In contrast, PWB significantly mediates the relationship between WFC and OCB, with a negative indirect effect ($\beta = -0.076, t = 2.012$). This indicates that WFC reduces PWB, which subsequently leads to a decline in OCB. Thus, one of the two mediation hypotheses is supported, whereas the other is not supported.

5. Discussion, Implications, and Conclusion

5.1 Discussion

This study aimed to evaluate how conflict between work and family obligations influences OCB and to assess the mediating effects of workplace ostracism and workplace well-being on banking staff in Pakistan. Based on the COR Theory, employees experiencing duties from work and family would experience an increase in the odds of losing resources which would influence their state and behavior at work.

In general, the findings showed that conflict between family and work responsibilities is one of the major problems at the workplace and influenced some of the important outcomes of employees. In accordance with COR theory (Hobfoll, 1989), when employees' work duties and family requirements overlap, they may likely experience resource loss of time, energy, emotional and psychological state. Loss in these resources prevents employees from meaningful participation in extra work obligations.

The findings also indicated that conflict between

work and family demands is related to workplace ostracism. This indicates that employees who experience high levels of conflict and stress at work experience difficulties in maintaining workplace relations and social contact and therefore experience feelings of exclusion and social isolation. This finding is in line with previous studies, which indicated that negative workplace stressors influence loss of social relations within the organization (Fatima et al, 2023).

The study further noted how psychological well-being is impacted by work–family conflict. This also supports previous studies showing how emotional exhaustion, stress, and other negative psychological effects arise from incompatible role demands (Obrenovic et al., 2020). COR Theory posits that, gradually, the workforce depletes their physical and mental resources, leading to employees being unable to sustain a positive psychological state, and consequently impacts their well-being and becomes a performance issue at work.

On organizational citizenship behavior, the findings illustrate that employees with a greater level of work–family conflict will exhibit lower levels of participation in discretionary behavior at work. This supports existing studies showing employees confronted with high role demands will constrain their work efforts beyond what is expected and will focus on the more essential and less demanding tasks of the job (Pan et al., 2022).

The mediation analysis furthers our understanding of these relationships. It indicates that the most important factor is psychological well-being when relating work–family conflict to organizational citizenship behavior. Employees experiencing

reduced psychological well-being may be less motivated and less capable of engaging in behaviors that support organizational effectiveness. In contrast, the mediating role of workplace ostracism was not supported, indicating that psychological processes may exert a stronger influence on discretionary workplace behavior than social exclusion within the present context. However, given the provisional nature of some statistical outputs, these findings should be interpreted cautiously until verified using the original SmartPLS results.

5.2 Theoretical Implications

The current research adds in the body of organizational behavior literature in several important ways. First, the study extends COR Theory by demonstrating how work–family conflict influences employee behavior through both interpersonal and psychological pathways. While past researches have primarily examined direct relationships between work–family conflict and organizational outcomes, the present research provides a more comprehensive understanding by incorporating workplace ostracism and psychological well-being within a unified framework.

Second, the study expands the workplace ostracism literature by proposing that resource depletion due to work–family conflict may result in workplace ostracism. This proposes the inter-relationship between personal stressors and social experiences at work.

Third, the results demonstrate the importance of psychological well-being as a strategic organizational resource. Rather than describing psychological well-being as an individual outcome, the study demonstrates psychological well-being as a predictor of employees' attitudes and behaviors at work that is beyond the call of duty. This expands the argument in organizational studies to explicitly incorporate employee well-being in the models of organizational effectiveness (Adams, 2019).

Finally, this study provides research evidence on WFC and OCB from the branch banking industry of Pakistan, which extends the limited literature on this subject in developing and in particular, collectivist societies.

5.3 Practical Implications

There are several implications of the findings for

managers and policymakers in the world of work. First, organizations must stop viewing work-family conflict in an individualistic perspective as a purely private concern. Work-family Conflict can be an organization's concern when employees are stressed due to heavy workloads and/or when organizations set unrealistic expectations for employees, as well as when work arrangements are inflexible. Organizations can address WFC through the use of flexible work arrangements, supportive supervision and employee assistance programs.

Second, managers must encourage a work climate that promotes positive relationships among employees. Workplace Ostracism can be particularly harmful to employees and the organization. Organizations should promote a culture of open communication and collaboration as well as social support within teams.

Third, organizations should focus more on initiatives targeting the psychological wellbeing of employees. Organizations can establish psychological wellbeing programs, stress management and mental health support and work-life integration programs. Finally, when organizations improve their employees' wellbeing, there are spillover effects to the organization (improvements in organizational citizenship behaviors and the quality of the services).

5.4 Future Researches and Limitations

This study has its own limitations. The first of these is using a cross-sectional research design. This prevents the study from establishing causality. To overcome this challenge, researchers can opt to conduct research using a different design and see if the results regarding work–family conflict and employee outcomes show any changes over time.

The second of these is that the research participants were employees working in the banking sector of Pakistan. This choice of sector is appropriate when used to analyze work–family conflict. However, the outcome of the study might not be applicable to other sectors and countries. Therefore, researchers can expand the study to other sectors and countries.

The third of these is that the authors chosen to collect the data by the method of convenience. This is a common approach in research related to the field of organizations. Unfortunately, this constrains the study. It is hoped that the research be expanded to include a greater number of study

participants.

Finally, the fourth of these is that the authors of the study relied a lot on the participants' self-reports, for which there is a risk of participants reporting differently about particular things because of bias. It is hoped that future studies cover ways to decrease the common bias.

It is hoped that future studies will add new variables that will be useful to consider when thinking about mediators and moderators. These new variables can include perceived organizational support, psychological safety, resilience, emotional intelligence, leadership, and organizational culture.

5.5 Conclusion

This study is conducted on Pakistani banking employees, to explore the relation between WFC and CMB at work with the mediating role of workplace ostracism and PWB. It is based on the COR theory and hypothesizes that work-family conflict creates pressure that depletes employees'

social and personal resources, and consequently affects employees' attitudes and behaviours at work.

The analysis shows that WFC is a considerable challenge to an organization, especially for the employees' well-being and smooth functioning of the organization. Employees who stand in conflict between their work and family commitments tend to suffer from low psychological well-being and experience adverse situations in the workplace that lead to a reluctance to practice citizenship behaviors.

The study broadens the existing research on employees' well-being and organizational behavior with specific focus on banking employees in Pakistan. The study's findings support the need for the development of resource-preserving work environments that promote psychological well-being and citizenship behaviors for the organization's long-term success.

Conflict of Interest

The authors showed no conflict of interest.

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