



## Research Article

# Exploring the Mediating Role of Mindfulness in Mitigating Workplace Ostracism's Effect on Turnover Intention: Evidence from the Banking Sector in Pakistan

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### Declaration of interests

The authors declare that there is no conflict of interest.

### Abstract

Workplace ostracism, characterized by the intentional or unintentional disregard and neglect of employees by their colleagues or senior management, poses significant challenges to organizational harmony and employee retention. This study aims to investigate the potential of mindfulness in ameliorating the adverse effects of ostracism, thereby reducing turnover rates. Through a survey of 256 employees in the banking sector of Pakistan, we examine whether mindfulness facilitates employees' resilience to workplace ostracism and their subsequent decision to remain within the organization. Utilizing structural equation modeling in IBM-AMOS, findings reveal that workplace ostracism positively and significantly influences turnover intention, while exhibiting a negative and significant relationship with mindfulness. Furthermore, mindfulness demonstrates a negative association with turnover intention, suggesting its potential as a buffer against the detrimental impacts of ostracism. These results offer valuable insights for organizational management and policymakers seeking to enhance employee well-being and reduce turnover rates. By fostering a culture of active mindfulness, organizations can empower employees to navigate challenges associated with workplace ostracism, ultimately fostering greater engagement and retention. Responsible managers can leverage these findings to cultivate factors that promote mindfulness among employees, thereby fostering a more supportive and inclusive work environment conducive to long-term organizational success.

**Keywords:** Mindfulness, Workplace Ostracism, Turnover Intention, Banking Sector.

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## 1 INTRODUCTION

Workplace ostracism (WO) refers to the exclusion or deliberate neglect of individuals by peers or superiors, resulting in reduced social connections and opportunities for interaction (Singh & Srivastava, 2021). This behavior not only increases anxiety levels among employees, but also prompts them to seek alternative employment, thus contributing to higher turnover rates. Employee turnover intention, in turn, negatively impacts performance and effectiveness within an organization. Ostracism manifests as being ignored or shut out by colleagues and can significantly elevate stress levels, ultimately impairing performance and functional abilities (Turkoglu & Dalgic, 2019a).

Despite their significance, few studies have comprehensively explored the effects of ostracism (Anasori, Bayighomog, De Vita, & Altinay, 2021). Therefore, it is imperative to investigate the relationship between WO and various emotional indicators within an organization. Additionally, understanding how to manage ostracism is crucial, as effective strategies can mitigate its adverse effects (Jain, Agarwal, Sharma, & Kumar, 2023; Turkoglu & Dalgic, 2019a). A workplace characterized by mutual understanding and friendly interactions fosters employee commitment, which is vital for organizational productivity and service delivery (Srivastava, Khan, Kumari, & Jain, 2024; Yikilmaz, Sürücü, & Güleriyüz, 2022). WO undermines this commitment and negatively affects employee behavior, job attitudes, and functions (Zhu & Zhang, 2021). Ostracism induces mutual pressure, leading to mental and emotional distress (Yikilmaz, Sürücü, & Güleriyüz, 2023) and consequently contributes to employee turnover, resulting in economic losses for the organization (Jain et al., 2023).

Turkoglu and Dalgic (2019b) stated that employee turnover is influenced by various factors, including workplace ostracism, which has been identified as a significant contributor to turnover intention (TI). Previous research across different sectors has highlighted the negative impact of ostracism on TI (Yikilmaz et al., 2023; Zhu & Zhang, 2021). TI represents a deliberate decision to leave an organization and is influenced by a range of withdrawal cognitions, including thoughts about leaving and seeking alternative employment (Sharma & Dhar, 2022). To address the negative effects of ostracism, mindfulness (MF) training can enhance employees' ability to cope with stressful situations and to maintain productivity (Ayub, Sultana, Iqbal, Abdullah, & Khan, 2021; Ch, Shaukat, & Iqbal, 2021). Mindfulness involves actively using one's awareness to navigate challenging circumstances, thereby fostering resilience and the acceptance of workplace challenges (Sharma & Dhar, 2022). By developing mindfulness skills, employees can mitigate the impact of ostracism on turnover intention, ultimately contributing to a more positive work environment (Wang, Lu, Wu, & Luo, 2023).

Hence, this study aimed to explore the relationship between workplace ostracism, mindfulness, and turnover intention. This study underscores the importance of prioritizing employee mental health and fostering a culture of inclusion and support within organizations. By recognizing the detrimental effects of ostracism and implementing interventions to address them, businesses can enhance employee satisfaction, productivity, and retention rates. Ultimately, this study contributes to the ongoing dialogue surrounding workplace dynamics and offers practical implications for organizational leaders striving to create environments conducive to employee flourishing and organizational success.

The first section presents the introduction, the second section covers the literature and hypotheses, the third outlines the methodology, the fourth discusses the analysis, and the fifth discusses the implications and conclusions.

## 2 LITERATURE REVIEW

The Conservation of Resources (COR) theory, introduced by Hobfoll (1989), is prominent in organizational studies (Hobfoll, 1989; Scott & Duffy, 2015; Yikilmaz et al., 2023). Positioned within the realm of stress theories, it delves into the drivers behind individuals' pursuit of crucial resources (Sarwar et al. 2020). In this context, "resource" denotes an individual's holistic capacity to fulfil their fundamental needs, thereby shaping their autonomy and societal value (Ali, Amir, & Malik, 2023; He, Zimmerman, Carter-Sowell, & Payne, 2020). The loss of these resources can precipitate adverse outcomes, such as diminished workplace performance, albeit potentially mitigated by the acquisition of alternative resources. Thus, maintaining optimal organizational performance encompassing facets such as employee productivity and turnover intention necessitates the continual availability of resources.

The primary objective of this study was to explore the effects of workplace ostracism on turnover intention considering the presence of constructive personality traits such as mindfulness. Within the COR theory framework, instances of ostracism in the workplace result in the depletion of various resources, including social support. Prolonged exposure to ostracism prompts employees to disengage from the organization to forestall further erosion of self-development and social support (Scott & Duffy, 2015). However, mindfulness may modulate the impact of such resource loss. It is posited that mindfulness can serve as a compensatory mechanism for shortfalls in resources, particularly in terms of social support, following experiences of ostracism.

## 2.1 Workplace Ostracism and Turnover Intention

Empirical studies have consistently demonstrated that workplace ostracism mirrors mistreatment towards employees' mistreatment, correlating with heightened turnover intentions (Singh & Srivastava, 2021; Turkoglu & Dalgic, 2019a). Individuals experiencing isolation tend to exhibit decreased productivity, engage in non-productive behaviors, and harbor intentions to exit an organization (Scott & Duffy, 2015; Sharma & Dhar, 2022; Singh & Srivastava, 2021). Within the COR theory framework, departing from the organization emerges as a common resource to mitigate further harm, serving as a performance assessment for individuals to reassess the value of their work and allocate their resources judiciously (Amir, Siddique, & Ali, 2022; Liu, Li, & Li, 2022). Consequently, the repercussions of ostracism manifest in heightened turnover intention (Yikilmaz et al., 2023; Zhu & Zhang, 2021). While initially ostracized employees may attempt to rebuild their social connections with colleagues, persistent failure in these efforts amplifies their inclination to depart (Ko & Lee, 2019). Therefore, the following hypothesis is proposed:

H1: There is a positive association between workplace ostracism and turnover intention.

## 2.2 Workplace Ostracism and Mindfulness

Liu et al. (2022) underscored the critical roles of managerial responsiveness, awareness, and comprehension in mitigating workplace ostracism (WO). Workplace ostracism, characterized by the neglect and disregard of an individual's social needs, often stems from a lack of effective communication and attention among colleagues, whether intentional or inadvertent (Raza, Usmani, & Kazmi, 2022). Intentional acts of ostracism, such as experiencing hostility from colleagues, have been shown to significantly impair performance and obstruct constructive contributions toward collective objectives (Raza et al., 2022)

Studies by Leung, Wu, Chen, and Young (2011) and Mao, Liu, Jiang, and Zhang (2018) corroborate the detrimental effects of workplace ostracism on employee morale, job satisfaction, and organizational commitment. Furthermore, Li, Xu, and Kwan (2021) suggest that ostracized employees are more likely to engage in counterproductive work behavior, further exacerbating organizational challenges. However, possessing mindfulness capabilities may serve as a buffer against adverse effects of workplace ostracism. Mindfulness, defined as the ability to maintain awareness of one's thoughts, feelings, bodily sensations, and surrounding environment, has been associated with greater resilience to interpersonal stressors in the workplace (Li et al., 2021; Liu et al., 2022; Mao et al., 2018). By fostering a non-judgmental and accepting attitude towards one's experiences, mindfulness may help employees cope more effectively with feelings of exclusion and social isolation resulting from workplace ostracism (Anjum, Liang, Ahmed, & Parvez, 2022). Thus, based on the literature, the following hypothesis is proposed.

H2: There is a negative association between workplace ostracism and mindfulness.

## 2.3 Mindfulness and Turnover Intention

Mindfulness equips individuals with tools to effectively navigate challenging or stressful environments (Raza et al., 2018). Specifically, mindfulness has been shown to positively influence personality traits and foster traits, such as emotional stability, openness, and resilience (Leung et al., 2011; Li et al., 2021; Liu et al., 2022; Mao et al., 2018; Raza et al., 2018). By cultivating the ability to confront threatening circumstances with compromise and reduced anxiety, mindfulness acts as a protective factor against the negative impacts of stressors (Kien, Tri, & Linh, 2021)

Moreover, employees who maintain a mindful presence in the workplace tend to exhibit higher levels of job satisfaction (Kien et al., 2021). This increased satisfaction may stem from the ability of mindfulness to enhance emotional regulation and interpersonal relationships, thereby fostering a more positive work environment. Further supporting this notion, recent studies by (Raza et al., 2022; Scott & Duffy, 2015) have demonstrated a negative correlation between mindfulness and turnover intention. Employees who possess higher levels of mindfulness are less likely to entertain thoughts about leaving their current job, as they are better equipped to manage workplace stressors and maintain a sense of psychological well-being (Li et al., 2021). Drawing on this body of literature, this study posits that mindfulness serves as a buffer against turnover intention in the face of workplace ostracism. Hence, we formulate the following hypothesis:

H3: There is a negative association between mindfulness and turnover intention.

## 2.4 Mediating Role of Mindfulness

Conservation of Resources (COR) theory emphasizes the importance of preserving positive thoughts and emotional intelligence to navigate challenging environments (Li et al., 2021). Mindfulness serves as a focal point in this context, promoting openness, curiosity, and non-judgmental awareness (Raza et al., 2018; Raza et al., 2022). Through mindfulness, individuals gain better control over their emotions, attention, and impulses, enhancing their ability to self-regulate in adverse situations (Anjum et al., 2022). Mindfulness-based interventions have been shown to reduce perceived stress and increase empathy (Duffy et al., 2014), enabling individuals to observe external stimuli without becoming emotionally entangled (Sharma & Dhar, 2022).

Employees with higher levels of mindfulness are better equipped to cope with the negative effects of workplace ostracism as they can effectively manage workplace stress and adapt to challenging situations (Wang et al., 2023; Yikilmaz et al., 2023). Conversely, individuals with lower mindfulness levels are more susceptible to the adverse effects of ostracism as they struggle to navigate stressful work environments (Singh & Srivastava, 2021; Turkoglu & Dalgic, 2019a). Based on the integration COR theory (Jang, Jo, & Kim, 2020), it has been argued that high levels of mindfulness may enhance emotional regulation and resilience, thereby reducing the impact of ostracism on turnover intention (Amir et al., 2022; Singh & Srivastava, 2021; Turkoglu & Dalgic, 2019a). This, in turn, diminishes the tendency towards rumination, as an individual's adept at mindfulness can effectively manage workplace stressors, thereby mitigating the negative consequences of ostracism on turnover intention (Turkoglu & Dalgic, 2019a). Consequently, we hypothesize as follows:

H4: Mindfulness significantly mediates between workplace ostracism and turnover intention.

Below Figure 1 presents the theoretical framework of the study with hypotheses indication.

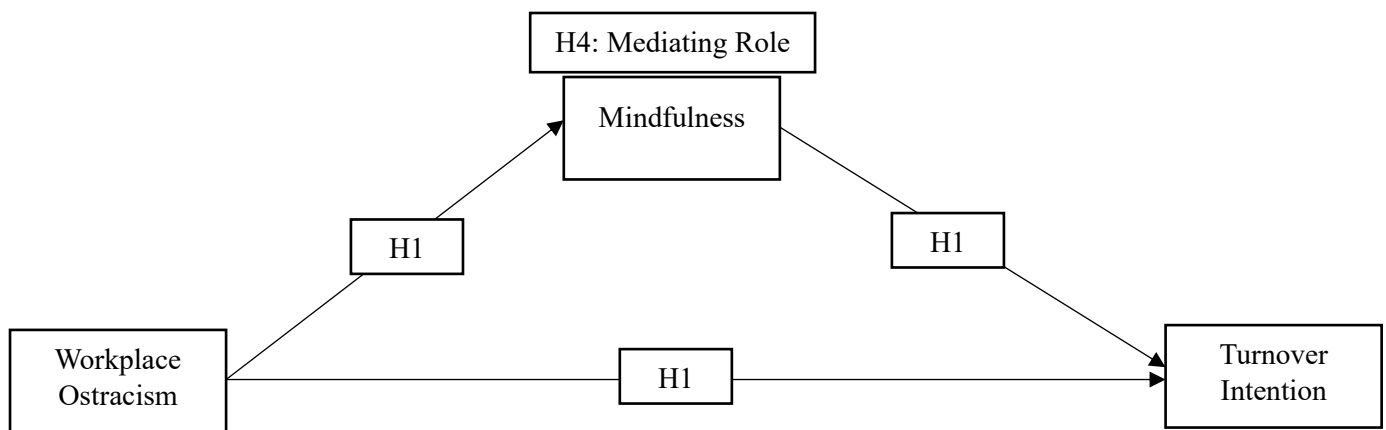


Figure 1. theoretical Farmwork of the study

### 3 RESEARCH METHODOLOGY

This study focuses on front-line staff members employed in Pakistan's banking sector. Initially, 22 banks were approached to participate in this study. Of these, 14 banks expressed interest and provided approval for conducting the survey after the researcher explained the significance and purpose of the study to the respective Human Resources (HR) departments, ensuring data confidentiality and anonymity of bank names. A comprehensive effort was made to ensure representation from various departments within banks, including customer service, operations, credit, and finance. A total of 350 questionnaires were distributed to frontline employees across these departments.

To mitigate potential bias, the respondents were instructed not to include their names in the survey forms, thereby facilitating objective responses. Additionally, efforts were made to ensure that all levels of frontline staff, regardless of gender or qualification, were included in the survey. The sample size was determined based on Bell, Bryman, and Harley (2022) recommendation, which suggests a minimum sample size of five times the number of measurement items. With the 25 measurement items used in the study, a sample size of 125 was required. However, the actual sample size of 256 exceeded this recommendation, indicating the adequacy of the investigation (Cooper & Schindler, 1998).

All scales used in the study were evaluated using a five-point Likert scale, where 5 indicated strong agreement and 1 indicated strong disagreement. Standardized tools were used to ensure consistency and accuracy of the measurements. The demographic information of the respondents is presented in Table 1.

#### 3.1 Measurement

Standardized measures were employed to maintain accuracy and consistency in the data collection. The selection of specific instruments for measuring variables was guided by their relevance and significance in previous studies. To assess workplace ostracism, the scale developed by (Wang et al., 2023) was used, given its established validity and reliability. Turnover intentions were measured using questions sourced from the reputable studies conducted by (Anasori et al., 2021; Liu et al., 2022). Additionally, mindfulness was evaluated using questions adapted from the work of (Raza et al., 2018), renowned for their comprehensive examination of this construct. By leveraging these established measures, this study ensured robustness in assessing the key variables pertinent to the study objectives.

### 4 DATA ANALYSIS

Table 1 presents the demographic profile of the study participants in Pakistan's banking sector. The table delineates the distribution of participants based on sex, age, and bank experience, providing frequencies and percentages for each category. Among the participants, males accounted for the majority (53.51%), whereas females comprised 46.48% of the sample.

Table 1. Demographic Profile

Profile	Category	Frequency	Percent
Gender	Male	137	53.51
	Female	119	46.48
Age	18 to 25 Years	102	39.84
	26 to 35 Years	73	29.67
	More than 35 Years	81	31.64
Bank Experience	0 to 3 Years	74	28.90
	4 to 8 Years	94	36.71
	More than 8 Years	88	34.37

Regarding age distribution, the largest proportion fell within the 18 to 25 years category, representing 39.84% of the participants, followed by 26 to 35 years (29.67%), and more than 35 years (31.64%). In terms of bank experience, the highest percentage of participants had 4 to 8 years of experience (36.71%), followed closely by those with more than 8 years of experience (34.37%), and finally, participants with 0 to 3 years of experience (28.90%). Overall, the demographic profile indicates a diverse representation of employees across different genders, age groups, and levels of banking experience within Pakistan's banking sector.

To ensure the dependability and reliability of the data, the researcher used Cronbach's alpha. Table 2 displays the results of the reliability analysis conducted for the variables investigated in the study: Workplace Ostracism, Turnover Intention, and Mindfulness. The reliability of each variable was assessed using Cronbach's alpha, a measure of internal consistency.

Table 2. Reliability Analysis

Variable	No of Items	Cronbach Alpha
Workplace Ostracism	9	0.883
Turnover Intention	8	0.892
Mindfulness	8	0.901

The analysis revealed that the Workplace Ostracism scale, comprised of 9 items, achieved a Cronbach's alpha of 0.883, indicating satisfactory reliability. Similarly, the Turnover Intention Scale, consisting of eight items, demonstrated high internal consistency, with a Cronbach's alpha of 0.892. Additionally, the Mindfulness scale, which comprised eight items, exhibited excellent reliability, as evidenced by a Cronbach's alpha of 0.901. These findings suggest that all three measurement scales reliably capture the intended constructs, with Cronbach's alpha values exceeding the conventional threshold of 0.7. Therefore, the data obtained from these scales can be considered reliable for further analysis, thus enhancing the validity and credibility of the study's findings.

Table 3. Validity Analysis

Variable	CR	MSV	WO	TI	MF
Workplace Ostracism	0.880	0.583	<b>0.671</b>		
Turnover Intention	0.887	0.501	0.423	<b>0.821</b>	
Mindfulness	0.889	0.612	-0.481	-0.392	<b>0.633</b>

Table 3 presents the Composite Reliability (CR) values for all three variables that exceeded the recommended threshold of 0.7, indicating strong internal consistency within each scale. Additionally, the Maximum Shared Variance (MSV) values were within acceptable limits, suggesting minimal overlap between the constructs. Inter-construct correlations revealed meaningful relationships between the variables: Workplace Ostracism showed positive correlations with Turnover Intention and negative correlations with mindfulness, indicating that higher levels of ostracism are associated with increased turnover intention and decreased mindfulness. Similarly, Turnover Intention was positively correlated with Workplace Ostracism and negatively correlated with mindfulness, suggesting that higher intentions to leave the job are linked to increased ostracism and decreased mindfulness. Conversely, Mindfulness was negatively correlated with Workplace Ostracism and Turnover Intention, indicating that higher mindfulness levels were associated with lower levels of ostracism and turnover intention.

Table 4 presents the outcomes of the hypothesis testing aimed at investigating the proposed relationships between WO, MF, and TI. H1, which suggests a positive correlation between Workplace Ostracism and Turnover Intention. The statistically significant estimate of 0.104 ( $p = 0.003$ ) underscores that even a slight increase in workplace ostracism can contribute to higher turnover intentions among employees, aligning with the existing literature highlighting the detrimental effects of workplace mistreatment on job attitudes and behaviors. Furthermore, H2 posits a negative association between Workplace Ostracism and Mindfulness, which is supported by a significant estimate of -0.281 ( $p = 0.000$ ). This finding reinforces the rationale that experiences of ostracism in the workplace can undermine employees' psychological well-being, leading to decreased mindfulness and diminished capacity to cope with stressors.

Table 4. Hypotheses testing

Hypotheses	Hypothetical Path	Estimates	Standard Error	P-value
H1	WO → TI	0.104	0.054	0.003
H2	WO → MF	-0.281	0.040	0.000
H3	MF → TI	-0.230	0.043	0.000
H4	WO → MF → TI	-0.034	0.031	0.103

Similarly, H3, proposing a negative link between Mindfulness and Turnover Intention, was affirmed by a significant estimate of -0.230 ( $p = 0.000$ ). This aligns with the notion that individuals with higher mindfulness are better equipped to manage job-related stressors and are thus less likely to contemplate leaving their jobs. However, H4, examining the mediating role of mindfulness between workplace optimism and turnover intention, did not achieve statistical significance (estimate = -0.034,  $p = 0.103$ ), indicating no mediation effect. This underscores the complexity of the relationship between workplace dynamics, employee well-being, and turnover intentions, suggesting avenues for further exploration to understand the mechanisms underlying employee turnover. Essentially, the findings emphasize the critical importance of addressing workplace ostracism and promoting mindfulness to mitigate turnover intentions and foster a positive work environment.

## 5 DISCUSSION ON RESULTS

Prior research offers consistent evidence that supports a positive relationship between workplace ostracism and turnover intention. Scott and Duffy (2015) found that perceived exclusion in the workplace is significantly associated with employees' intentions to leave their organization. Similarly, (Turkoglu & Dalgic, 2019a) conducted a longitudinal study revealing that workplace ostracism predicted higher turnover intentions over time. (Zhu & Zhang, 2021) further corroborated these findings, demonstrating that employees subjected to mistreatment, including ostracism, are more likely to express intentions to quit their jobs. Together, these studies underscore the detrimental impact of workplace mistreatment on employees' attitudes towards the organization and their propensity to seek alternative employment opportunities.

Liu et al. (2022) observed that higher levels of workplace stressors, including ostracism, are associated with decreased mindfulness among employees. Similarly, Wang et al. (2023) found that workplace mistreatment such as ostracism was negatively correlated with employees' mindfulness levels. Mao et al. (2018) further supported these findings, revealing that employees who experienced higher levels of ostracism reported lower levels of mindfulness. These studies collectively emphasize the detrimental impact of workplace mistreatment on employee well-being and underscore the importance of addressing interpersonal dynamics to foster mindfulness in the workplace. Leung et al. (2011) conducted a meta-analysis indicating that higher levels of mindfulness were linked to lower turnover intention. Similarly, Singh and Srivastava (2021) found that employees with higher levels of mindfulness are less likely to consider leaving their organizations. Anjum et al. (2022) further supported these findings, demonstrating that mindfulness interventions in the workplace effectively reduced turnover intention over time. These studies highlight the potential of mindfulness in promoting employee retention and well-being by enhancing employees' ability to cope with job-related stressors and effectively regulate their emotions. Responsible leadership and business sustainability: Exploring the role of corporate social responsibility and managerial discretion.

Hypothesis 4 presents a more nuanced perspective of the relationship between workplace ostracism, mindfulness, and turnover intention. Despite the absence of statistical significance, the mediation pathway proposed in hypothesis 4 offers valuable insights into the complex interplay among these variables. Although not directly supported by the data, previous studies have shed light on the potential mechanisms underlying this pathway. For instance, (Anjum et al., 2022) found that workplace mistreatment, including ostracism, is negatively correlated with employees' mindfulness levels. Leung et al. (2011) highlighted the detrimental impact of workplace ostracism on employee well-being and its negative association with mindfulness. Jain et al. (2023) further demonstrated the effectiveness of mindfulness interventions in reducing employee turnover intention. Therefore, although the direct mediation effect of mindfulness on workplace ostracism and turnover intention may not be evident in our findings, the indirect influence of mindfulness on this relationship warrants further exploration (Zhang, Bolino, & Yin, 2023). Future research could delve

deeper into the underlying mechanisms and boundary conditions shaping the relationship between workplace dynamics, mindfulness, and turnover intentions to provide a more comprehensive understanding of employee behavior in organizational settings.

## 6 RESEARCH CONCLUSION

This study sheds light on Pakistan's banking sector by addressing the nuanced relationships between workplace ostracism, mindfulness, and turnover intentions among employees. By delving into these relationships, this study provides valuable insights that are particularly relevant to the banking industry, where employee retention and well-being are crucial for organizational success. The findings underscore the detrimental impact of workplace ostracism on employees' intentions to leave their positions in Pakistani banks. Moreover, this study highlights the significant role of mindfulness in mitigating the negative effects of workplace mistreatment and reducing turnover intention among banking sector employees. These insights offer practical implications for banks in Pakistan by emphasizing the importance of fostering inclusive work environments and promoting mindfulness practices to enhance employee engagement and retention. This study provides valuable guidance for banks in Pakistan seeking to improve employee retention and well-being while also offering important considerations for policymakers aiming to promote a healthy and productive banking sector workforce. By addressing workplace dynamics and prioritizing employee welfare, banks can enhance organizational performance and contribute to the overall success of Pakistan's banking sector.

### 6.1 Research Implications

This study contributes to theoretical advancements by elucidating the complex interplay between workplace dynamics, mindfulness, and turnover intention. By empirically examining these relationships, this study extends existing theoretical frameworks such as social exchange theory, providing a deeper understanding of the mechanisms underlying employee behavior in organizational settings. These findings underscore the importance of considering both individual and organizational factors in shaping employee attitudes and behaviors, highlighting the need for a more holistic approach to understanding workplace dynamics.

From a practical standpoint, this study offers actionable insights into organizational practices aimed at enhancing employee well-being and retention. Organizations can leverage these findings to develop targeted interventions to address workplace ostracism and promote mindfulness among employees. Implementing inclusive practices and mindfulness training programs can create a supportive work environment that fosters employee resilience and reduces turnover intentions. Moreover, by prioritizing employee well-being and creating a positive organizational culture, organizations can improve their job satisfaction, engagement, and overall organizational performance.

This study has implications for policymaking at both organizational and governmental levels. Organizations can use these findings to inform policies and practices related to diversity and inclusion, employee well-being, and talent management. By incorporating strategies to address workplace ostracism and promote mindfulness into organizational policies, companies can create a culture of respect and psychological safety, ultimately improving employee retention and organizational effectiveness. Additionally, policymakers can use the evidence from this study to advocate legislative measures aimed at promoting healthy work environments and protecting employees from workplace mistreatment. By prioritizing employee well-being and fostering supportive work environments, policymakers can contribute to the creation of healthier and more productive workplaces across industries.

### 6.2 Limitations and Further Suggestions

Despite the valuable insights provided in this study, some limitations must be acknowledged. First, reliance on self-reported data introduces potential biases. Future research could incorporate objective measures or longitudinal designs to enhance validity. Additionally, the study's focus on frontline staff within Pakistan's banking sector limits its generalizability. Future studies should also consider diverse employee groups and industries. Moreover, although significant associations were found, further research is needed to explore the underlying mechanisms and boundary conditions. Qualitative methods can offer deeper insights into employee experiences. Finally, future research should investigate actual turnover behavior and the impact of interventions on employee retention within the banking sector. Addressing these limitations will enhance our understanding and inform evidence-based strategies for organizational practices and policymaking.

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