Moderating the Path: Unveiling How Self Compassion Moderates Workplace Ostracism and Influence Job Satisfaction Among Employees

Haleema Adnan[1], Fatima Farooq[2], Hina Nishad[3], Zahra Farid[4], Qurratulain Tahir [5,]
Shawana[6,]Atika Salman[7]

[1]Department of Psychology, University of Wah, WahCantt, Pakistan

Email: haleema.adnan@uow.edu.pk

[2]Department of Psychology, University of Wah, WahCantt, Pakistan,

[3]Department of Psychology, University of Wah, WahCantt, Pakistan.

[4]Department of Psychology, University of Wah, WahCantt, Pakistan.

[5]Department of Psychology, University of Wah, WahCantt, Pakistan

6   Virtual University of Pakistan. [7]Pakistan Aeronautical Complex,   Hospital Kamra

*Corresponding author: Haleema Adnan

Email: haleema.adnan@uow.edu.pk

Abstract

This study examines how workplace ostracism affects job satisfaction and the role of self-compassion as a moderator among workplace ostracism and job satisfaction. A sample of 300 workers (n=160) males, (n=140) females were taken from various private and government sectors of WahCantt, Attock, Rawalpindi, and Islamabad by using purposive sampling technique. Participants were 25-65 old to measure the variables of three scales including 10-item workplace

ostracism scale (Ferris et al, 2008), 12-item self-compassion scale (Kristin Neff, 2020) and a 10-item job satisfaction scales were being used. . Reliability analysis yielded alpha coefficients of .91 for workplace ostracism, .53 for self-compassion, and .85 for job satisfaction (Locke, 1976; Yuzuk, 196l). Each scale is a five point likert scale ranges from 1=never to 5=always. Statistical Program for Social Sciences (SPSS) was used to execute all the Statistical tests. Descriptive Analysis including, correlation, t test, linear regression analysis and moderation analysis were used to analyze data. The findings of the study showed negative relationship between workplace ostracism and job satisfaction and positive correlation of self compassion with job satisfaction. . Additionally results of the t test analysis revealed that males tend to have higher levels of self-compassion and job satisfaction compared to females which indicated that females experience more workplace ostracism than men, leading to lower job satisfaction. The results of the moderation analysis revealed that self-compassion moderates the link between workplace exclusion along with job satisfaction. This investigation sheds lights on the significant role of job satisfaction resulting from reduced ostracism and enhanced self-compassion can positively impact employee performance. This, in turn, can lead to increased productivity, creativity, and overall organizational success.

Keywords: *workplace Ostracism, self-compassion, job satisfaction.*

Introduction

Workplace ostracism has turn out to be a prominent subject of interest in up to date years, as researchers have documented the significance of belongingness in human interpersonal behavior. Prolonged exposure to isolation can deplete an individual's resources, leading to feelings of resignation, alienation, helplessness, and depression. Ostracism refers to

the act of being ignored and excluded by one or more individuals. This issue is pervasive in the workplace and has garnered considerable attention in both academic and industrial settings. Numerous studies have been conducted to examine workplace ostracism, highlighting its detrimental effects and raising concerns among researchers and professionals alike.

Ostracism impacts organizational performance very adversely. It has gained additional concentration since of its serious consequences caused from it. Ferris and colleagues (2008) properly existing the notion of workplace ostracism. Ferris and colleagues defined the Workplace barring as: the level by which a worker observed that he/she is being excluded or ignored by the other employees.

Furthermore, Ferris (2008) suggested that future research should investigate the potential mediation mechanisms among workplace exclusion and its consequences for employees, aiming to uncover the underlying connections between these variables. Drawing on an inclusive review of available literature on workplace barring, our study aims to examine the association among workplace exclusion, its impact on job satisfaction, and self-compassion. Ferris (2008) put ahead the idea of workplace exclusion first and he thought that "people were suffering ostracism when workers in the workplace alleged exclusion, lack of knowledge and disrespected conduct by others. Exclusion in the workplace is an aggressive or passive-a style of behavior that exists within the organization as well as its staff members, and it seems unidentified, such as solitude, ignorance, or no reaction to a greeting, in contrast to harsh supervision, uncivilized behavior, harassment, and so forth. Ostracized employees will experience a variety of psychological aversion reactions; include excessive stress at work, fatigue, mental despair, and inadequate job satisfaction. Jiaang claimed that employees felt excluded at work when there was interpersonal neglect among colleagues and when others exploited their power to create barriers in the way of employees doing their job or pursuing advancement in their careers (Anjum et al,. 2020).

Williams (2000) measured four mechanism of workplace ostracism in his theory of workplace harassment as well as: disciplinary performance, workplace maltreatment, ethnic

annoyance, whistle-blowing activities. This mechanism results in poor performance at work. Similarly, William's (2001) model of ostracism was formulated on the four essential and significant desires: belonging, be in charge of, significant existence and self-worth. Empirical facts also proved that workplace ostracism put unenthusiastic effects on belonging, self-worth and basic desires of persons (Williams, 2001).

Job satisfaction is a crucial factor in comprehension of organizational performance. Lack of job satisfaction might result in leaving the employer. On the contrary, high job satisfaction generates a variety of good results, such as improved organizational performance, highest productivity, and enhanced business-unit outcomes and profits. A study by Medson et al, .2005 satisfactions with work plays an important role for the growth of both employees and businesses. Age, gender, working hours, socioeconomic status, and interactions with coworkers and superiors are all elements that have a significant impact on an employee's work contentment.

Work fulfillment is a complex issue that managers must address when managing their employees. Unfortunately, it has not received sufficient attention from scholars or business organizations in our region. Job satisfaction is a crucial but controversial topic in industrial psychology and behavioral management. It refers to the attitudes employees hold towards their job and their effective response to it. Factors such as wages, supervision, job stability, working conditions, social relationships, grievance resolution, and fair treatment by employers contribute to job happiness. Job satisfaction theory, according to few researchers, was based on Maslow's pyramid of needs theory, which is also an incentive conjecture. In accordance with notion, people strive to satisfy five different needs in life: physiologic, protection, social, self-worth, and self-actualization demands. This approach offered a great foundation for the early academics to establish their concepts of fulfillment in work. Job fulfillment can also be seen in relation to of a wider range of issues that have an effect on a person's quality of life at work (Zhang & Wang, 2023).

Becker and Gerhart (1996) offer a different opinion, emphasizing especially on two effects of the dispositional approach. First, he contends that circumstances do not limit the effects of dispositions and that both can have major consequences. He also argues that although people under different situations may vary from one another, certain situations will result in greater degrees of happiness than others. Second, he discusses the use of affective disposition tests in staff selection, emphasizing further study required before businesses implement this strategy. Job fulfillment has been recognized as one of the most significant variables in the relationship between individuals and organizations ever since the Hawthorne examinations (Roethlisberger & Dickson, 1939), which supplied a foundation myth for organizational psychological and sociological research.

Churchill and his colleagues in 1974 gave a description of the job contentment, i.e. the occupational warmth structure encompassing five components, namely the supervisors, the jobs, the work colleagues, the recompense, and the endorsement opportunity (Churchill et al.1974). In the year 1976, Locke modified the study of Fisher and projected the definition of the job satisfaction with broad influence, i.e. the job contentment is a type of pleasing or else optimistic warmth condition, which grow in the development of analyzing an individual's job knowledge. At that position, the job contentment is regularly taken as an emotional manifestation to the employment. Likewise researchers Organ and Near (1985) discovered that job fulfillment could be evaluated from an intellectual or emotional affectionate stance. The understanding of the mental process of recognition, encompassing consciousness and perception, logic, judgment, and other characteristics, is regarded as job satisfaction through the viewpoint of intellect. In 1989, Brief evaluated previous research that highlighted a paradox: job satisfaction is usually viewed like academic news with associated elements, yet the affective contents are not properly measured.

Happiness Measures on the connection between contentment and managerial Citizenship was published by Moorman in 1993. Behavior unambiguously said that while job satisfaction is

a generally favorable affective assessment from the affective standpoint, from the point of view of cognition, it is a more rational and sensible assessment of working conditions. Affective judgment is not essential for mental functioning. The evaluation of working circumstances, occasion, and production constitutes the cognitive perception of job satisfaction. In the opinion of Vroom (1962), there are seven factors that contribute to job satisfaction, including pay, the atmosphere of the workplace, coworkers, work-related satisfaction, offers, and the company as whole.

Compassion involves understanding to the experience of distress, joined with a profound longing to ease that distress (Goertz, Keltner& Simon-Thomas, 2010).).Compassion also involves accepting of the communal individual state, fragile and defective as it is, as well as a readiness to expand that comprehension to others when they not succeed or make errors (Rahman, 2020).

It is important to start by thinking of what it entails to possess compassion for other people, a concept to which most of us become more familiar, for the purpose of to better recognize exactly is meant by the expression compassion towards oneself. In order to subsist compassionate, one must be responsive to the understanding of discomfort as well as possess an intense desire to end that suffering (Goertz et al, 2010). Acceptance our shared human nature, vulnerable and flawed as it is, and being willing to give that understanding to others when they falter or commit errors are further components of compassion. (Rehman, 2020).

The process of expressing passion to yourself is referred to as compassion for oneself. In the exact same manner we as humans have empathy for the pain of others, we can also feel empathy for the pain we experience as it occurs, irrespective of whether the pain was caused by outside factors or due to our own errors, failures, or personal shortcomings. To be affected by and open to your own sorrow, instead of disregarding or alienating yourself form it, means to practice compassion for oneself. It creates the need to alleviate one's own distress as well as cure ourselves through compassion. Delivering compassionate acceptance to one's pain and suffering,

flaws and inadequacies is another component of compassion to oneself that helps one see their judgments as a part of the broader human condition. (Dreisoerner et al,. 2021).

Western society places a high value on being compassionate to our affecting friends, family, and neighbors. Not true if it comes to us. If we mess up or fall short in any process, we might be more probable to strike oneself up than to set a hand on our own back. Many of us who suffer severe anxiety-related conditions and sadness are more susceptible to this a susceptibility towards self-criticism (Blatt, 1995). Or regardless of whether our difficulties are brought about by outside events like an accident or stressful happening, we tend to focus far more on addressing what's wrong then we would with relaxing and calming ourselves (Austenfeld& Stanton, 2004).

In face of negative external events (e.g., experiences of failure, shame, bullying), painful or distressing feelings are not avoided, suppressed or perpetuated by self-critical evaluations but instead are seen as part of a shared human experience through an attitude of acceptance, kindness, compassionate and non-judgmental, allowing proactive and effective behaviors (Neff, 2003). Indeed, several studies have shown that self-compassion is negatively associated with anxiety, stress, depression, rumination (Castilho et al., 2015, Neff et al., 2007, Raes, 2010), shame (Gilbert & Procter, 2006), and academic failure (Neff, Hseih, &Dejitthirat, 2005). On the contrary, self-compassion is strongly and positively linked to psychological well-being, happiness, life satisfaction, optimism, emotional intelligence, and interpersonal connectedness (Brenner,2018).

The likelihood of mental weariness has been demonstrated to increase whenever disrespect and disappointment were encountered; nevertheless fewer has been learned regarding the variables which decrease this possibility.The current investigation examines the hitherto unresearched moderating function of selfcompassion in the links between workplace rudeness and emotional exhaustion as well as the relationship between workplace ostracism and emotional weariness. It is framed through the conservation of resources paradigm.

This cross sectional survey included 310 individuals who worked for service sector businesses in Pakistan, including banks, telecom firms, and institutions of higher education.Selfcompassion was inversely connected with workplace incivility, workplace ostracism, and emotional weariness, although workplace rudeness and workplace exclusion were favourably correlated with emotional exhaustion.The study's findings also showed that compassion for oneself minimised the association between psychological tiredness and workplace nepotism and ostracism, including (Anjum, M.A., Liang, D., Durrani, D.K. et al.)

Self Compassion can help promote civility when faced with workplace injustice.As results shown by a study done by Zhou, Yan, Che., & Meier, (2015) which mainly focused on the long-term effects of chronic exposure to workplace incivility, whereas targets' short-term reactions to incivility episodes have been largely neglected. A study conducted on 300 white-collar workers in Istanbul found that there is a moderate positive correlation between self-compassion and job satisfaction. The study also revealed that job satisfaction scores vary based on age, level of education, and position, but not based on gender, department, tenure, company's sector, and capital structure.

Drawing upon the conservation of resource (COR) theory, a study by (Xia, Wang, Song, Zhang, & Qian. (2019)) examines how workplace ostracism negatively affects task performance by reducing workers' physical strength and emotional energy; it also captures the moderating role of spousal support in the relationship between ostracism, physical strength, and emotional energy. Using matched data from 117 supervisors and 523 of their immediate employees, results indicated that workplace ostracism negatively related to physical strength and emotional energy, which, in turn, decreased task performance. Additionally, spousal support mitigated the harmful impact of workplace ostracism on individual emotional energy, whereas its buffering effect on physical strength was not significant.

Methodology

Objective

The study aims to examine the association between workplace ostracism, self-compassion, and job satisfaction among employees in private and government organizations. It also seeks to understand how self-compassion moderates the effect of workplace ostracism on job satisfaction and explores the impact of various demographic factors on these variables.

Hypotheses

Following hypotheses were planned to attain the study's objective

1. There is negative correlation between workplace ostracism and job satisfaction.

2. There is positive correlation between self-compassion and job satisfaction.

3. Workplace ostracism has an effect on job satisfaction.

4. Self-compassion moderates the association between workplace ostracism and job

   satisfaction.

5. Job satisfaction is higher in males as compared to females.

6. Family status has an impact on job satisfaction among employees of different

organizations.

Research design

The research design was correlation, utilizing a survey method where questionnaires were employed to collect data from sample.

Sampling

A sample of 300 employees ranging in age 25 – 65years, collected from private and government organizations. Purposive sampling technique was used in this research. Employees of different organizations were participants of this research. Study sample consist of (n=160) males and (n=140) females.

Inclusion Criteria

- Data was obtained by both public and private organization workers.
- Participants with bachelors and postgraduate degree participated.
- Employees from executive positions were chosen.
- Professionals between the ages of 25 and 65 were chosen.

Exclusion Criteria

- Those employees with below 14 years of education were excluded
- Employees under the age of 25 years of age were excluded.

Instruments

Demographic Questionnaire

To determine demographics (like gender, family status, education level, job sector, working hours, socioeconomic status, marital status) question were prepared and used to investigates participants personal information

Workplace ostracism

The instrument, that comprises 10 items with responses on a 5-point Likert scale, assesses how marginalized and emotionally traumatized employees experience. Higher ratings suggest an increased feeling of workplace exclusion. (Ferris et al, 2008)

Self compassion

This instrument was used to access the self-compassion of participants. The Self-Compassion scale is a 12-item instrument with six sub scales including Self-Kindness, Common Humanity Self-Judgment, Isolation and Mindfulness Items. This is a 5-point Likert scale, ranging from 1 (Almost always) to 5 (Almost never)(Kristin Neff, 2020).

Job satisfaction

This scale's purpose is to assess whether an individual has a probability to be dissatisfied at their job or dissatisfied whilst being ostracized. It analyses both the positive and negative aspects of job fulfillment on a 5-point Likert scale. With 1 (strongly disagree) to 5 (strongly agree), you may choose a response. A score that is high suggests more satisfaction with work, whereas a low the amount suggests lesser. (Locke, 1976; Yuzuk, 196l).

Operational definitions

Workplace ostracism

It is defined as, an extent to which a person feels that they are being ignore or looked over or excluded by others at the workplace (Ferris et al., 2008).

Self compassion

Is defined as being kind to oneself when facing personal shortcomings or difficulties in one's life and being wary of negative emotions so that one does not represses it or ponders upon it (Neff eretvas, 2012).

Job satisfaction

It is defined as "a pleasurable and positive emotional state resulting in one being appraised for one's job performance and job experiences (Locke (1976).

Procedure

Data collection was authorized and questionnaires were distributed to employees. Participants were briefed on the study's confidentiality and voluntary nature, with no monetary rewards offered. All results were reported faithfully.

Ethical considerations

In accordance the American Psychological Association ethical guidelines were strictly adhered to. By careful consideration, approval had been obtained from the institutions' officials. Each participant given an in-depth description of the study's goals and advantages. Everyone who participated received consent in writing and were made aware that they could opt out of the study at any stage or choose not to participate voluntarily. They were also informed that their trust would be preserved and that only licensed professionals would ever receive the information collected from them. In addition, participants were told that there would be no compensation following the study.

Analysis of Results

The statistical analyses were performed utilising the latest version of SPSS (Statistical Programme for Social Sciences).The relationship between the study's covariates was investigated utilizing correlation analysis, the difference between variables was identified with the T-test, the impact of variables was anticipated through regression analysis and the interactive effect of self compassion between workplace ostracism and job satisfaction was examined using moderation analysis. The results have been discussed in conjunction with prior research.

Results

The present study aimed to investigate self compassion as predictor of workplace ostracism and job satisfaction among employees of different organizations. Alpha reliability of all the three scales were computed. Descriptive statistics including mean, standard deviation and alpha coefficient were calculated for the scales. Test of normality including Skewness and kurtosis were measured to determine the normality of the variables scores. Further correlation analysis , tv test, linear regression and moderation analysis were performed.

Sample Description.

This section defines the frequency distribution of the demographic features of the sample participated in the present research (*N=300*).

Table 1

Frequencies and percentages of the demographic characteristics of the participants.

Variables	*F*	*%*
Gender		
Males	160	53.3
Females	140	46.7
Family status		
Nuclear	133	44.3
Joint	167	55.7

Note. *f*= frequency, %= percentage

The above table showed the frequency and percentage of males and females and also the family status, high range of males (n=160) than females (n=140). Most of the participants were lived in joint family system.

Reliability Estimates and Descriptive Analysis of Measures

The reliability statistics were assessed for the scale of Workplace Ostracism, Self-Compassion and Job Satisfaction. The results are present in the following table.

Table 2

Descriptive statistics and cronbach's alpha for the scales of Workplace ostracism, Self compassion, and Job satisfaction. (N=300)

Variables	*K*	*A*	*M*	*SD*	*Range*		*Skewness*	*Kurtosis*
					Actual	*Potential*		
Workplace Ostracism	10	.91	17.63	6.81	10-50	37.00	1.14	1.83
Self compassion	12	.53	40.52	5.35	12-60	27.00	.01	-.51
Job satisfaction	10	.85	39.54	5.96	10-50	37.00	-.61	.92

Note:= k No of items, *a*=Cronbach's Alpha, M=Mean, SD=Standard Deviation.

Table 2 showed the number of items, Cronbach's alpha, mean, standard deviation, range, Skewness, and kurtosis for the scale. 0Alpha values for all the measures fall in acceptable ranges. The values for Skewness and kurtosis for Workplace Ostracism and Self Compassion and Job Satisfaction is less than 2 which suggest that data is normally distributed.

Relationship Between Workplace Ostracism, Self-Compassion and Job Satisfaction among Employees

Pearson correlation was computed to evaluate the relationship between workplace ostracism, Self Compassion and Job Satisfaction. Results revealed through analysis are described in the table below.

Table 3

Pearson Product-Moment Correlation among Workplace Ostracism of Employees and Self Compassion, and Job Satisfaction. (N=300)

	Variables	*1*	*2*	*3*
1.	Workplace ostracism	-	-.26**	-.31**
2.	Self-compassion		-	.19**
3.	Job satisfaction			-

Note. **p<0.01

Table 3 showed workplace Ostracism has significant negative correlation with self-compassion at the level of (p <0.01)**. It suggests that as the level of workplace Ostracism increase, self-compassion tend to decrease. Workplace ostracism has significant negative

correlation with job satisfaction. It means when workplace Ostracism increases job satisfaction decreases.

Predictability of study Variables

Regression analysis of variable reveals the effect of independent variable i.e. workplace ostracism, Self-compassion and job Satisfaction. Results of analysis are showed in following table.

Table 4

Linear regression analysis predicting the effect of workplace ostracism on job satisfaction among employees of different organizations (N=300).

Outcome: job satisfaction								
Variables	*B*	*SE*	*β*	*95% CI*		R^2	ΔR^2	*F*
				LL	*UL*			
Model								
1 (constant)	38.17	2.91		32.43	43.90	.114	.108	.026*
2 Workplace ostracism	-.24	.04	-.28	-.34	-.15			
3 Self-compassion	.14	.06	.12	.01	.26			

Note. B=coefficient, SE= Standard error, β= beta. P >0.1*

Table 6 showed that linear regression showing the effect of self-compassion, as moderator on the relationship between workplace ostracism and job satisfaction. The ΔR^2 value of .108 revealed the predictor explained 1.0% variance in outcome variable with F= .026.

Table 5

Moderating effect of self-compassion for workplace ostracism on job satisfaction among employees of different organizations (N=300).
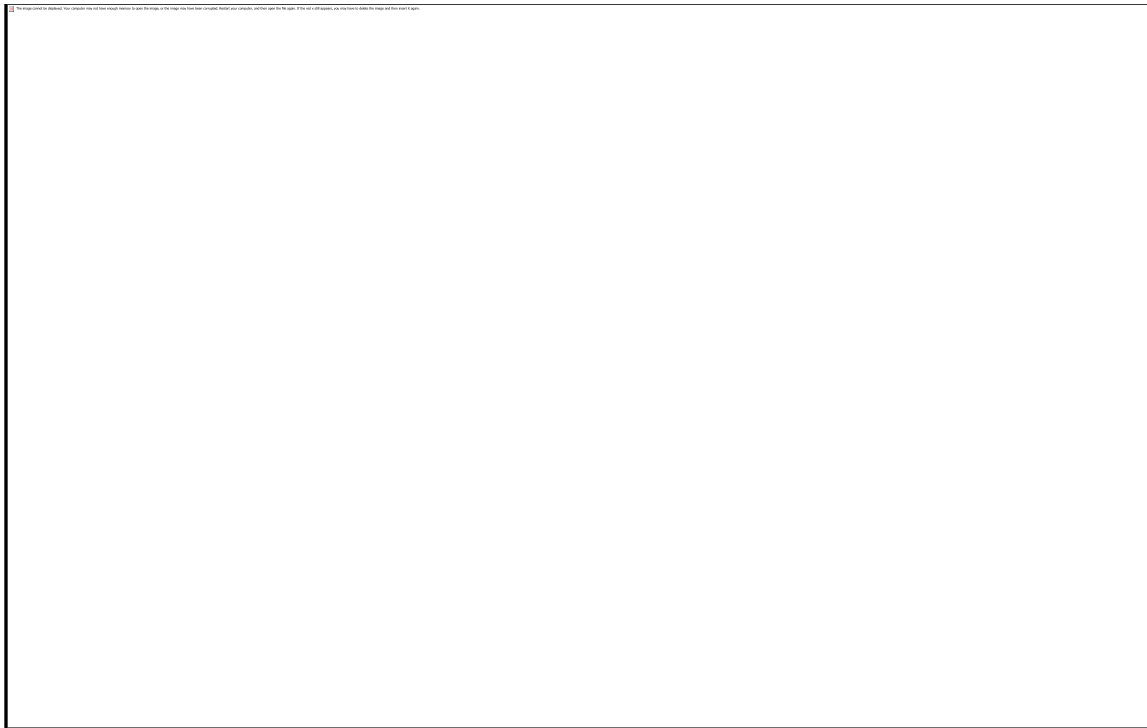
			Outcome: job satisfaction	
Predictors	*B*	*P*	*95%CI*	
			LL	*CL*
Constant	23.87	.00	10.84	36.89
Workplace ostracism	.61	.09	-.09	1.32
Self-compassion	.50	.00	.18	.83
Workplace ostracism × self-compassion	-.02	.0169	-.04	-.00
	R^2	.13		
	ΔR^2	.016		
	F	14.84***		
	ΔF	5.77**		

Note. B= coefficient, P>0.01

Table 7 demonstrates the moderation analysis showing the effect of self-compassion on the relationship between workplace ostracism and job satisfaction. The ΔR^2 value of .016 reveals that the predictor explained 1.6% variance in the outcome variable with F= 14.84***.

Figure 1

Moderating effect of self compassion on workplace ostracism in predicting job satisfaction.

The slope of graph shown that moderation is most significant at its lower level of self compassion. Self compassion moderates the relationship between workplace ostracism and job satisfaction. It means that when self compassion increases job satisfaction will also increase. (p>0.01)**.

Gender Differences in Workplace Ostracism, Self Compassion and Job Satisfaction

To assess the gender differences in workplace Ostracism self-compassion and job satisfaction independent t-test was conducted. Results are Described in the following table.

Table 6

Mean standard deviation and t-value showing gender differences on workplace ostracism, self-compassion and job satisfaction among employees of different organizations (N=300).

Variables	Male (N=160)		Female (N=140)				95%CI		Cohen's d
	M	*SD*	*M*	*SD*	*T*	*p*	*LL*	*UL*	
Workplace ostracism	17.36	6.51	17.93	7.13	-.71	.473	-2.11	.98	0.08
Self-compassion	41.25	5.23	39.67	5.36	2.58	.010	.37	2.79	0.29
Job satisfaction	40.03	5.55	38.97	6.36	1.54	.122	-.28	2.42	0.17

 Note. M=Mean, SD=Standard Deviation, LL=Lower Limit, UL=Upper Limit.

Table 4 showed that there is non-significant difference between p and t values of male and female on workplace Ostracism and job satisfaction but there is significant difference between p and t values on self-compassion. The analysis produced non-significant value for workplace Ostracism and job satisfaction and significant for self-compassion among males and females.

Table 7

Mean standard deviation and t-value showing difference in family status on workplace ostracism, self-compassion and job satisfaction among employees of different organizations (N=300).

Variables	Nuclear (N=133)		Joint (N=167)		T	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
Workplace ostracism	17.75	7.67	17.53	6.04	.28	.775	-1.33	1.78	0.03
Self compassion	41.28	5.61	39.90	5.05	2.23	.026	.16	2.59	0.25
Job satisfaction	39.49	6.00	39.57	5.94	-.13	.910	-1.44	1.28	0.01

Note. M=Mean, SD=Standard Deviation, LL=Lower Limit, UL=Upper Limit

Table 5 showed that there is non-significant difference between p and t values of nuclear and joint on workplace Ostracism and job satisfaction but there is significant difference between p and t values on self-compassion. Those people who are in nuclear family system, they are more self compassionate as compared to the people who lived in joint family system.

Discussion

The existing investigation aim was to anticipate the association among workplace exclusion and job satisfaction and the moderating effect of self-compassion in order to comprehend the detrimental effects of workplace ostracism on the job satisfaction of ostracized

employees. Examining the positive correlation between self-compassion and job satisfaction, the moderating effect of self-compassion on workplace rejection and job satisfaction, the impact of gender differences, socioeconomic status, educational attainment, and marital status on self-compassion, and the relationship between these factors and employees' job satisfaction are all important. We investigated our variables on employees in various organizational environments in this study.

The alpha reliability of the self-compassion, workplace isolation, and job satisfaction scores was calculated. For these scales, descriptive statistics like mean, standard deviation, and alpha coefficient were computed. The normality of the variable scores was assessed using tests of normality such as Skewness and kurtosis. A t-test was used to determine the mean difference among males and females, and a further correlation coefficient was generated to describe the relationship among the variables. There was a linear regression analysis. To ascertain whether the value of the third variable (i.e., self-compassion) affects the link between workplace exclusion and job satisfaction factors, a moderation analysis was also conducted.

Our study's initial hypothesis was that there would be a link between job satisfaction and workplace exclusion. The results of the correlation analysis also revealed a substantial inverse relationship between workplace exclusion and job satisfaction, indicating that as exclusion grows, so does job satisfaction. The earlier research (Fatima, &Ilyas, 2017) lends credence to this conclusion.

According to the study's second hypothesis, self-compassion and job satisfaction will be positively correlated. Results also indicated a favorable connection between self-compassion and job happiness. Another study found that job happiness, has a beneficial impact on productivity, presence, and competitive performance, leading to employee turnover and withdrawal behaviors, supports this conclusion (Abaci &Arda 2013).

The third hypothesis of this study was that job satisfaction will be impacted by workplace exclusion. Regression analysis was used to arrive at the ending that workplace exclusion has a significant impact on job satisfaction. Therefore, as workplace ostracism increases, job satisfaction declines. Research found workplace ostracism to negatively affect workplace attitudes and behaviors such as job satisfaction, organizational citizenship behavior, and job performance. This finding is confirmed by prior literature (Chung, & Kim, 2017)

According to the study's fourth hypothesis, self-compassion functions as a moderator connecting job happiness and workplace exclusion. Self-compassion moderates the connection between exclusion at workplace and job happiness. This conclusion can be explained by a previous investigation done by Zabelina, & Robinson (2010) Self-compassion has many facets and has the potential to be helpful in reducing the self-critical tendencies that can stifle creative expression in some people.

The fifth hypothesis proposed that men are more satisfied with their jobs than women. Significant gender disparities in the degree of job satisfaction were discovered by independent sample t-test analysis. Males are more satisfied with their jobs than ladies are. In another study it was also discovered that women and men experienced self-compassion at different levels (Bluth & Blanton 2014).

The study's sixth hypothesis was that people who live in nuclear families had greater levels of self-compassion than people who belong to joint families. Results from Independent sample T-test analysis also revealed that there is no discernible difference between people who live in nuclear and joint families in terms of job satisfaction and ostracism at work. In a study published in 2011, sought to analyze the connection between stress, self-reflection, and rumination and the potential moderating effects of self-compassion. The study, which employed a co-relational design, discovered that self-reflection had a substantial negative correlation with stress while ruminating had a large positive association. Self-compassion considerably regulated the association between stress and rumination, according to moderated multiple regression

analysis. It also significantly moderated the association among and stress. The study results suggested that the moderating effect of self-compassion in this connection may be responsible for the sequential variation in stress (Taj Mazinan&Larijani, 2019).

Implications

- In light of the fact that self-compassion and job satisfaction are crucial components of an employee's organizational wellness, this research has a substantial impact on the workplace.
- Workplace ostracism should be specifically addressed in policies, and there should be a clear process for reporting and dealing with incidences of it. This can give workers a sense of security and advance an inclusive and equitable work environment.
- The study contributes to raise awareness among employers, managers and employees about the negative effects of workplace ostracism on job satisfaction.
- This research can help organizations align their practices with the well-being and satisfaction of their workforce, ultimately benefiting both employees and the organization bottom line.

Limitations and suggestions

- Self-compassion and workplace ostracism are less well-defined concepts, and Pakistan has very little literature on these subjects. It is advised to investigate this issue by carrying out additional research and study.
- Relationships' direction and causation are unknown. The target population is the sole subject of this investigation further studies with different research designs can be conducted to explore more about this subject
- Due to time and financial constraints, the study's target population was limited to just organizations. Large population should be explored to get a better knowledge about workplace ostracism and job satisfaction.

Conclusion

The objective of this investigation was to explore the correlation between workplace ostracism and job fulfillment among employees in WahCantt, Attock, Rawalpindi, and Islamabad. Research results revealed a negative relationship between discrimination in the workplace and satisfaction with employment. Self-compassion and job happiness, on the other hand, are positively associated. Males have stronger self-compassion than females. People in the nuclear family system are more caring than those in the joint family structure. As a whole, the current study is useful in understanding the role of self-compassion in workplace ostracism and job happiness. The correlation between work satisfaction and discrimination at work is moderated by compassion for oneself.

Conflict of Interest

All authors state that there is no conflict of interest regarding this research study.

Ethical Considerations

The current study has been accepted by the ethical research committee of the university.

References

Abaci, R., &Arda, D. (2013). Relationship between self-compassion and job satisfaction in white collar workers. *Procedia-Social and Behavioral Sciences*, *106*, 2241-2247.

Abaci, R., &Arda, D. (2013c).Relationship between Self-compassion and Job Satisfaction in White Collar Workers. *Procedia - Social and Behavioral Sciences*, *106*, 2241–2247. https://doi.org/10.1016/j.sbspro.2013.12.255

Anjum, M. A., Liang, D., Durrani, D. K., &Parvez, A. (2020). Workplace mistreatment and emotional exhaustion: The interaction effects of self-compassion. *Current Psychology*, 1-12.

Austenfeld, J. L., & Stanton, A. L. (2004). Coping through emotional approach: a new look at emotion, coping, and health-related outcomes. *Journal of personality*, *72*(6), 1335-1364.

Aziri, B. (2011). Job satisfaction: A literature review. Management research & practice, 3(4).

Bangladesh. *Asian Business Review*, *10*(2), 99-108.

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of management journal*, *39*(4), 779-801.

Blatt, S. J. (1995). The destructiveness of perfectionism: Implications for the treatment of

depression. *American psychologist*, *50*(12), 1003.

Bluth, K., & Blanton, P. W. (2014). Mindfulness and self-compassion: Exploring pathways to adolescent emotional well-being. *Journal of child and family studies*, *23*, 1298-1309.

Brenner, R. E. (2018). *The distinct relationships of self-compassion and self-coldness with*

psychological distress and mental well-being (Doctoral dissertation, Iowa State University).

Castilho, P., Pinto-Gouveia, J., & Duarte, J. (2015). Evaluating the multifactor structure of the long and short versions of the self-compassion scale in a clinical sample. *Journal of clinical psychology*, *71*(9), 856-870.

Chung, Y. W., & Kim, T. (2017). Impact of using social network services on workplace ostracism, job satisfaction, and innovative behaviour. *Behaviour& Information Technology*, *36*(12), 1235-1243.

Chung, Y. W., & Kim, T. (2017). Impact of using social network services on workplace ostracism, job satisfaction, and innovative behaviour. *Behaviour& Information Technology*, *36*(12), 1235-1243.

Churchill Jr, G. A., Ford, N. M., & Walker Jr, O. C. (1974). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, *11*(3), 254-260.correlates. *Employee Assistance Quarterly*, *13*(2), 1-16.

Cunha, M., Xavier, A. C., & Castilho, P. (2016c). Understanding self-compassion in adolescents: Validation study of the Self-Compassion Scale. *Personality and Individual Differences*, *93*, 56–62. https://doi.org/10.1016/j.paid.2015.09.023

Dreisoerner, A., Junker, N. M., & Van Dick, R. (2021). The relationship among the components of

Fatima, A. (2016). *Impact of Workplace Ostracism on Counter Productive Work Behaviors: Mediating Role of Job Satisfaction*. Retrieved April 1, 2023, from http://ajss.abasyn.edu.pk/admineditor/papers/V9I2-6.pdf

Fatima, T., &Ilyas, M. (2017). Empirical Investigation of Relationship between Workplace Ostracism and Employee Silence: A Test of Mediating Effects of Self-Esteem and Meaningful Existence in Context of Public Sector Universities in Punjab. *Abasyn Journal of Social Sciences*, *Abasyn Journal of Social Sciences – Vol (10), Issue (1)*.

Fatima, T., Ilyas, M., Rehman, C. A., & Imran, M. K. (2017). Empirical investigation of relationship between workplace ostracism and employee silence: A test of mediating effects of self-esteem and meaningful existence in context of public sector universities in Punjab. *Abasyn Journal of Social Sciences*, *10*(1), 111-128.

Ferris, D. L., Brown, D. J., Berry, J. W., &Lian, H. (2008). The development and validation of the

Ferris, D. L., Chen, M., & Lim, S. (2017). Comparing and contrasting workplace ostracism and incivility. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*, 315-338.

Goetz, J. L., Keltner, D., & Simon-Thomas, E. (2010). Compassion: an evolutionary analysis and empirical review. *Psychological bulletin*, *136*(3), 351.

Hitlan, R. T., & Noel, J. (2014). The influence of workplace exclusion and personality on counterproductive work behaviours: An interactionist perspective. *European Journal of Work and Organizational Psychology*, *18*(4), 477-502.

Judge, T. A., Zhang, S. C., &Glerum , D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.

Leadbeater, B., Kuperminc, G., Blatt, S., & Hertzog, C. (1999).A multivariate model of gender differences in adolescents' internalizing and externalizing problems. Developmental Psychology, 35, 1268-1282.

Liu, H., & Xia, H. (2016). Workplace Ostracism: A Review and Directions for Future Research. *Journal of Human Resource and Sustainability Studies*, *04*(03), 197–201. doi.org/10.4236/jhrss.2016.43022

Locke, E. A. (1969). What is job satisfaction ?. *Organizational behavior and human performance*, *4*(4), 309-336.

Macdonald, S., &Maclntyre, P. (1997). The generic job satisfaction scale: Scale development and its

Madsen, S. R., Miller, D., & John, C. R. (2005). Readiness for organizational change: do

Matiaske, W., &Grözinger, G. (2011). Introduction: job satisfaction revisited. management revue, 5-7.

Mishra, P. K. (2013). Job satisfaction.IOSR journal of humanities and social science, 14(5), 45-54.

MMS151036, A. T. A. K. (2017). Workplace ostracism and counterproductive work behaviors (CWBs): Examining the mediating role of organizational cynicism and moderating role of neuroticism. *Columbus, Ohio: Capital University*.

Neff, K. D., & Knox, M. C. (2020). Self-compassion. In *Encyclopedia of personality and*

individual differences (pp. 4663-4670). Cham: Springer International Publishing.

Neff, K., &Germer, C. (2017). *Self-Compassion and Psychological Well-being Kristin Neff and Christopher Germer*. Retrieved April 3, 2023, from https://self-compassion.org/wp-content/uploads/2017/09/Neff.Germer.2017.pdf

Organ, D. W., & Near, J. P. (1985). Cognition vs affect in measures of job satisfaction. *International*

Journal of Psychology, *20*(2), 241-253.Organizational commitment and social relationships in

the workplace make a difference?. *Human resource development quarterly*, *16*(2), 213-234.

Rahman, S. M. (2020). Relationship between job satisfaction and turnover intention: Evidence from Bangladesh. *Asian Business Review*, *10*(2), 99-108.

Samaie, G., &Farahani, H. A. (2011).Self-compassion as a moderator of the relationship between rumination, self-reflection and stress. *Procedia - Social and Behavioral Sciences*, *30*, 978–982.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.

Taj Mazinani, A. A., &Larijani, M. (2019). Study of effect of disability on the social exclusion of elderly Varamin town. *Quarterly Journal of Social Development (Previously Human Development)*, *14*(1), 61-94.

Vroom, V. H. (1962). Egoinvolvement, job satisfaction, and job performance. *Personnel psychology*.

Williams, F. (2001). In and beyond New Labour: towards a new political ethics of care. *Critical*

Williams, K. D., Cheung, C. K., & Choi, W. (2000). Cyberostracism: effects of being ignored over

Workplace Ostracism Scale. *Journal of applied psychology*, *93*(6), 1348.

Xia, A., Wang, B., Song, B., Zhang, W., & Qian, J. (2019). How and when workplace ostracism influences task performance: Through the lens of conservation of resource theory. *Human Resource Management Journal*, *29*(3), 353–370. https://doi.org/10.1111/1748-8583.12226

Zabelina, D. L., & Robinson, M. D. (2010). Don't be so hard on yourself: Self-compassion facilitates creative originality among self-judgmental individuals. *Creativity Research Journal*, *22*(3), 288-293.

Zabelina, D. L., & Robinson, M. D. (2010). Don't be so hard on yourself: Self-compassion facilitates creative originality among self-judgmental individuals. *Creativity Research Journal*, *22*(3), 288-293.

Zhang, J., Yin, H., & Wang, T. (2023). Exploring the effects of professional learning communities on teacher's self-efficacy and job satisfaction in Shanghai, China. *Educational studies*, *49*(1), 17-34.

Zhou, Z. E., Yan, Y., Che, X. X., & Meier, L. L. (2015). Effect of workplace incivility on end-of-work negative affect: Examining individual and organizational moderators in a daily diary study. *Journal of occupational health psychology*, *20*(1), 117.

Zhu, Y. (2013). A review of job satisfaction. *Asian Social Science*, *9*(1), 293.