

Unveiling the silence: analyzing the impact of supervisor ostracism on employee silence through a multifaceted framework

Qurat-ul-Ain Burhan

Department of Business Administration, Iqra University, Islamabad, Pakistan

Khalid Khan

American University of Ras Al Khaimah, Ras al Khaimah, United Arab Emirates

Muhammad Faisal Malik

SZABIST, Islamabad, Pakistan, and

Muhammad Ayub Siddiqui

Department of Business Administration, Iqra University, Chak Shehzad, Pakistan

Received 6 April 2024

Revised 19 May 2025

30 June 2025

Accepted 18 July 2025

Abstract

Purpose – The purpose of this study is to identify the negative pathway by which supervisor ostracism affects employee silence and causes conflicts by using the psychological contract theory. The study develops and tests an integrated model consisting of supervisor ostracism, role conflict, relational conflict, task conflict, emotional fatigue and employee silence. This study also provides a comprehensive understanding of the framework considering the relationship between supervisor ostracism and employee silence.

Design/methodology/approach – A purposive sampling technique and self-administered questionnaires were used in this study of 303 public sector personnel. This study uses the Mplus software, the data were analyzed using exploratory and confirmatory factor analyses.

Findings – According to the results, supervisor ostracism has a strong impact on employee silence. This effect is mediated progressively by role, task and relational conflict, as well as fatigue. According to the findings, organizations should prioritize addressing supervisor ostracism to build a healthy work environment that promotes employee well-being and encourages employee voice.

Originality/value – This study's novelty comes from its analysis of the sequential mediation of role, task and relational conflict, as well as emotional fatigue, in the relationship between supervisor ostracism and employee silence. The study's findings add to the body of literature concerning management development (supervisors), conflict handling and employees' attitudes and behaviors by offering a thorough grasp of the detrimental effects of supervisor ostracism on employee silence as well as useful recommendations for businesses looking to promote productive workplaces.

Keywords Supervisor ostracism, Role conflict, Task conflict, Relational conflict, Emotional fatigue, Employee silence

Paper type Research paper

Introduction

Background of the study

In today's dynamic and challenging work environment, organizations are persistently facing multifaceted challenges and must continually adapt to survive (Burhan *et al.*, 2023; Malik *et al.*, 2022). Within this context, the roles of supervisors and leaders are critical, as they significantly



contribute to achieving competitive advantage (Banmairuoy *et al.*, 2022), fostering employee development (Mylona and Mihail, 2022; Burhan and Malik, 2024), enhancing job satisfaction (Ramaite *et al.*, 2022; Peltokorpi and Ramaswami, 2021) and improving productivity (Thessin, 2019). Supervisors and leaders serve as the human face of organizations, acting as a bridge between management and employees (Stinglhamber and Vandenberghe, 2003). Effective supervision involves guidance (Prilia, 2022), support (Zeb *et al.*, 2024; Zeb *et al.*, 2023; Coleman and Hyde, 2022; Hammer *et al.*, 2020), motivation (Eva *et al.*, 2019) and clear communication (Murtiningsih *et al.*, 2019). However, when supervisors fail to fulfill their supportive role and instead engage in abusive behaviors – such as bullying, harassment or exclusion – the resulting hostile work environment can severely damage employee morale, performance (Zeb, 2020) and retention (Rainey and Melzer, 2021; Bautista-Biddle *et al.*, 2021). One such detrimental behavior is supervisor ostracism, a subtle yet damaging form of workplace mistreatment that involves ignoring or excluding employees from workplace interactions. Ostracism, as Williams (2007) noted, is a frequent experience in the workplace and can be socially and psychologically harmful.

Problem statement

Public sector organizations are increasingly grappling with the real and pressing issue of employee silence – a problem that extends beyond individual disengagement and directly undermines organizational effectiveness. Despite growing evidence on the detrimental effects of supervisor ostracism on employee outcomes such as absenteeism (Sharma and Dhar, 2022; Glazer *et al.*, 2021), turnover intentions (Glazer *et al.*, 2021; Yazarloo *et al.*, 2021), presenteeism (Wang *et al.*, 2022) and deviant behaviors (Ferris *et al.*, 2008; Hitlan and Noel, 2009), one of the most critical and less visible outcomes being observed on the ground is employees' unwillingness to voice concerns, share ideas or report problems. This silence is not merely a passive behavior – it is generating distress, eroding trust and severely limiting organizational learning and responsiveness. In many public sector institutions, where rigid hierarchies and job security can stifle open communication, this silence is stifling innovation, hampering resource utilization and diminishing the overall competitiveness and agility of the organization.

Research gap

Despite growing interest in workplace ostracism, recent studies (Koay *et al.*, 2022; Akhtar *et al.*, 2020; Chen *et al.*, 2022) highlight key gaps in understanding how ostracism translates into specific employee attitudes and behaviors, such as employee silence – the deliberate withholding of ideas, concerns, or feedback (Ballekura and Vilvanathan, 2025). In particular, the roles of work-related conflicts – including role conflict, task conflict and relational conflict – have been underexplored as potential mediating mechanisms linking ostracism to emotional fatigue and silence (Lee and Shin, 2025; Caesens *et al.*, 2019). The present study aims to investigate the mediating roles of role, task and relational conflict and emotional fatigue in the relationship between supervisor ostracism and employee silence (see Figure 1). It responds to the call for a more holistic examination of the complex, interconnected pathways through which workplace mistreatment affects employees (Malik *et al.*, 2023). This study explores how ostracized individuals may interpret exclusion as a signal of personal inadequacy or misfit, which in turn exacerbates perceived conflict and emotional strain (Rahim, 2023).

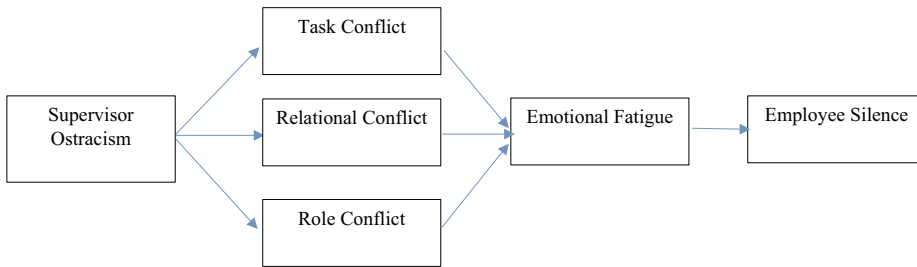


Figure 1. Framework
Source: Authors' own work

Theoretical framework

This research is grounded in Psychological Contract Theory (Rousseau, 1989), which posits that unwritten expectations between employees and employers shape workplace behavior. When these expectations are violated – such as through supervisor ostracism – employees may experience psychological distress, emotional fatigue and disengagement, which ultimately lead to behaviors like employee silence (Fatima *et al.*, 2017). In addition, past research has shown that unresolved conflict in the workplace can heighten stress and anxiety, leading to emotional exhaustion and burnout (Karatepe and Tekinkus, 2006; Chen *et al.*, 2021), which in turn suppress employees' willingness to voice their thoughts (Cullinane and Donaghey, 2020).

Contribution to theory and practice

This study seeks to provide an integrative framework that explains how supervisor ostracism leads to negative employee outcomes through the mediating roles of conflict and emotional fatigue. By exploring these mechanisms, the study adds nuance to the literature on mistreatment and silence and expands our understanding of employee well-being and voice behavior, especially within public sector organizations where job security may mask underlying psychological stressors (Malik *et al.*, 2022). From a practical standpoint, the findings may guide organizational leaders and HR professionals in developing interventions that reduce workplace ostracism, mitigate conflict and promote a healthy, communicative work environment.

Literature review

This section reviews existing studies related to supervisor ostracism and its effects on employee outcomes. The current section aims to develop hypotheses and examine relationships based on the existing literature.

Supervisor ostracism and task, relational and role conflict

Supervisor ostracism – excluding or neglecting an employee – can lower productivity and morale (Jahanzeb *et al.*, 2018). Liu *et al.* (2022) found that supervisor ostracism and task conflict greatly affect organization dynamics. Employees may fight if they feel ignored by their supervisor (Chung, 2015). Inter-employee discord, dissension, less supervisor support and disputes are common when superiors ostracize employees (Zeb *et al.*, 2024; Zeb *et al.*, 2023; Chung, 2015). Such negative things prevail in the organization and embed in the culture of the organization. Prior research emphasizes the importance of contextual and

cultural factors in shaping these dynamics. For instance, [Zeb et al. \(2022\)](#) highlighted how organizational culture, framed through the Competing Values Framework and mediated by high-performance HR practices, significantly affects job performance in public sector settings. [Zaman et al. \(2021\)](#) suggested that discord over task execution or methodology may be exacerbated by a lack of effective communication caused by supervisors excluding subordinates. Most task conflict results in decreased team cohesion ([DeChurch and Marks, 2001](#)). However, task conflict management can sometimes be beneficial. [Simons and Peterson's, 2000](#) research found that constructive task conflict improves decision-making and outcomes. The Dual Concerns Theory states that task conflict can be constructive or destructive depending on the managerial approach ([Musenero et al., 2021](#)). A possible relationship between supervisor ostracism and relational conflict is worth considering. The complex relationship between a superior and their subordinates stems from the superior's ostracism, which includes exclusionary practices, harassment and discrimination ([De Dreu and Van Vianen, 2001](#)). Numerous empirical studies have shown that relational discord can harm interpersonal relationships, task performance and superiors and subordinates ([Quade et al., 2017](#)).

H1a. Supervisor Ostracism Has a Positive Impact on Task Conflict.

H1b. Supervisor Ostracism Has a Positive Impact on Relational Conflict.

H1c. Supervisor Ostracism Has a Positive Impact on Role Conflict.

Task, relational, role conflict and emotional fatigue

[Barnes and Van Dyne \(2009\)](#) defined emotional fatigue as the feeling of exhaustion and depletion of emotional resources caused by prolonged exposure to stress, demanding situations, or emotionally challenging experiences. Whereas task conflict refers to disagreements and differences in opinions among team members regarding task-related issues, such as goals, priorities and approaches ([De Dreu, 2006](#)). While task conflict can lead to productive discussions and innovative solutions, prolonged exposure to unresolved task conflicts can contribute to emotional fatigue ([Steege et al., 2015](#)). The stress and tension caused by unresolved conflicts can exhaust emotional resources, leading to reduced motivation, engagement and well-being ([Zhang et al., 2022](#)). Social Identity Theory furnishes a structure for comprehending the association amid task conflict and emotional fatigue. According to the theory, individuals derive their sense of identity and self-worth from their group memberships and social categorization ([Schulte et al., 2020](#); [Ng and Feldman, 2008](#)). When task conflicts arise, individuals may perceive the opposing viewpoints as a threat to their group identity, leading to increased tension, stress and emotional exhaustion ([Steege et al., 2015](#)). Relational conflicts always refer to disagreements, misunderstandings and tension that arise between individuals who are in a close relationship ([Cupach, 2000](#)). While on the other hand emotional fatigue is the experience of feeling emotionally exhausted and depleted, often as a result of prolonged stress or interpersonal conflict ([Barnes and Van Dyne, 2009](#)). There is a growing body of research suggesting a negative relationship between relational conflict and emotional fatigue ([Sprang et al., 2015](#)). For example, according to the Conservation of Resources (COR) theory, when individuals experience relational conflict, they are likely to expend significant amounts of psychological resources to manage the conflict ([Shaukat, Yousaf and Sanders, 2017](#)). This can lead to feelings of emotional exhaustion and burnout, ultimately contributing to emotional fatigue. Furthermore, extended exposure to relational conflict can trigger a persistent stress response, exacerbating emotional tiredness ([Wright and Cropanzano, 1998](#)). This can result in emotional

fatigue and reduced motivation to engage in productive discussions and problem-solving. Based on the argument the proposed hypothesis is as follows:

H2a. Task Conflict has a positive impact on Emotional Fatigue.

H2b. Relational Conflict has a positive impact on Emotional Fatigue.

H2c. Role Conflict has a positive impact on Emotional Fatigue.

Emotional fatigue and employee silence

A pivotal facet of the investigation pertains to the intricate interplay between emotional exhaustion and the phenomenon of employee reticence, necessitating further elucidation and refinement. The phenomenon of emotional fatigue, which manifests as a state of emotional exhaustion and depletion, has been empirically observed to exhibit an inverse relationship with the propensity of employees to engage in silence within organizational contexts (Martono *et al.*, 2020). The phenomenon of employee silence encompasses the deliberate act of abstaining from the disclosure of pertinent information, apprehensions, or constructive input that possesses the potential to yield advantageous outcomes for the organization in question (He *et al.*, 2018). The theoretical framework known as the COR theory serves as a valuable paradigm through which to comprehend the intricate dynamics inherent in this particular association (Halbesleben *et al.*, 2014). Following the Cognitive-Experiential Self-Theory, individuals exhibit an inherent inclination to diligently pursue the acquisition and safeguarding of their multifaceted resources, encompassing both personal and psychological dimensions. When individuals undergo the phenomenon of emotional fatigue, they may subjectively perceive a diminishment of these vital resources, encompassing the psychological reserves necessary for engaging in proactive behaviors, such as vocalizing one's thoughts and opinions within the professional setting (Wright and Hobfoll, 2004). Furthermore, it is imperative to acknowledge that emotional exhaustion can potentially engender an intensified concentration on self-preservation, thereby resulting in a diminished inclination to partake in activities that may be construed as perilous or menacing, such as vocalizing one's opinions (Xu *et al.*, 2015). outcomes for the organization, such as expressing their concerns or offering valuable feedback.

Based on the above argument the proposed hypothesis is:

H3. Emotional Fatigue Has a Positive Impact on Employee Silence.

Supervisor ostracism, task conflict, emotional fatigue and employee silence

Drawing on the psychological contract theory (Rousseau, 1989), which focuses on the reciprocal expectations and obligations between supervisors and employees, it is hypothesized that supervisor ostracism influences employee silence through sequential mediation. Supervisor ostracism, characterized by intentional exclusion or neglect, can lead to task conflict and emotional fatigue among employees. Supervisor ostracism creates a hostile work environment and conflicting demands on subordinates (Ladany and Friedlander, 1995), which can result in employees experiencing task conflict. Task conflict pertains to the emergence of discord and strains stemming from divergent perspectives on matters pertaining to tasks (DeChurch and Marks, 2001). Individuals who encounter the phenomenon of supervisor ostracism may experience a notable decline in their intrinsic motivation to engage in collaborative efforts, thereby resulting in a discernible escalation of task conflict within the team. Furthermore, the phenomenon of supervisor ostracism has been

found to exert a deleterious impact on an individual's emotional well-being, resulting in a notable decline in emotional reserves and diminished levels of workplace involvement and commitment (Maslach *et al.*, 2001). Emotional fatigue is delineated by the manifestation of profound weariness and a diminished aptitude to partake in the arduous task of emotional labor, as expounded upon by Martono *et al.* (2020). The deleterious ramifications stemming from the phenomenon of supervisor ostracism manifest in the form of emotional exhaustion, which in turn engenders a significant depletion of employees' motivational drive and their inclination to voice their opinions, ultimately culminating in a state of employee silence:

- H4. Task conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence.

Supervisor ostracism, relational conflict, emotional fatigue and employee silence

Rousseau's, 1989 psychological contract theory holds that employees and supervisors have reciprocal expectations and obligations. Note that violating these expectations and obligations may harm the workplace. Based on the theoretical framework, supervisor ostracism may affect employee silence through sequential mediation involving relational conflict and emotional fatigue. Supervisor ostracism, in which a superior intentionally excludes or neglects an employee, can cause organizational conflict (Barnes and Van Dyne, 2009). Ostracized employees may struggle to form meaningful relationships with coworkers, resulting in a pervasive sense of exclusion and hindering collaboration. The worsening of this relationship may accelerate emotional exhaustion. Workplace conflicts can cause emotional exhaustion, which includes burnout, stress and decreased involvement (Sprang *et al.*, 2015). Due to the difficulty of navigating supervisor ostracism and relational conflict at work, employees may become emotionally exhausted. According to sequential mediation, relational conflict acts as an intermediary variable, transferring supervisor ostracism to emotional fatigue. Supervisor ostracism causes relational conflicts for employees. Emotional fatigue increases as their emotional resources deplete. Emotional exhaustion can lead to employee silence because people may be less likely to speak up about their thoughts and feelings (Sprang *et al.*, 2015):

- H5. Relational conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence.
- H6. Role conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence.

Methodology

Sample

The present study uses a survey methodology to collect data, aligning with the research objectives. A sample of 320 employees working in public sector organizations in Pakistan was selected using purposive sampling. This non-probability sampling technique was deemed appropriate as it allowed the researchers to deliberately select individuals who met specific inclusion criteria—namely, full-time employees with at least a graduation-level education and active involvement in operational roles—ensuring the relevance and reliability of responses related to work attitudes. Participants were clearly informed about the purpose of the study, and informed consent was obtained prior to their participation. They were assured that their participation was voluntary, their responses would remain confidential and

that the data would only be used for academic research purposes. Anonymity was maintained by not collecting personally identifiable information, and all data were reported in aggregate form. The reason for choosing public sector organizations is their crucial role in Pakistan's economy, contributing significantly to GDP through infrastructure and public services (Pakistan Bureau of Statistics, 2024). Studying them reveals governance and efficiency challenges affecting national growth. Including diverse geographic regions highlights regional disparities in resource allocation and service delivery. This approach adds depth by connecting organizational performance with Pakistan's overall economic development. The data were collected in three waves using a self-reported survey. In the first wave (T1), 350 questionnaires were distributed in person, and 311 were returned; of these, 310 were complete and usable. T1 assessed demographics and supervisor ostracism. After a two-month interval, 310 employees received the second wave of questionnaires (T2), with 305 returned and 303 deemed complete. T2 captured data on role, task and relational conflict. In the third wave (T3), questionnaires were sent to the remaining 303 participants, all of which were returned fully completed. This final wave assessed emotional fatigue and employee silence. To minimize the risk of common method bias, the study used several procedural remedies recommended by Podsakoff *et al.* (2003), including temporal separation of measurements and assurance of confidentiality to reduce evaluation apprehension.

Measures

All of the measure items used a five-point Likert scale from 1, "strongly disagree," to 5, "strongly agree": Supervisor ostracism is measured with Ferris *et al.* (2008) 10-item scale. Sample items included: "You involuntarily sat alone in a crowded lunchroom at work," "Your supervisor ignored you at work" and "Your supervisor shut you out of the conversation."

Task conflict is measured with Jehn's (1995) four-item measure. The sample items are "There are rarely explicit conflicting opinions during management team discussions," and "We often have different views and ideas on the topics we discuss in the management team." The relational conflict is also measured by using the same study of Jehn (1995). Four items rated by the individual assessed the relational conflict. The sample items are "There is not much friction among members of the management team," and "There are members of the management team who do not work well together." Role conflict is measured by using Rizzo *et al.*'s (1970) scale. Emotional Fatigue is measured with Stamm (2009). Employee Silence was measured with Knoll and Van Dick (2013) scale. A sample item of the said scale is "I remained silent at work to avoid conflicts."

Data analysis

The study used Mplus and performed CFA and path analyses to test the hypotheses. First, CFA is used to investigate the distinctiveness of the study's variables to determine whether the measure has a single dimension. The goodness of fit is assessed using various indices, such as chi-square, GFI, CFI, TLI and RMSEA. Typically, a GFI, CFI and TLI value of 0.90 or higher and an RMSEA value of 0.08 or lower indicate a good fit between the proposed model and the observed data.

Results

Sample characteristics

Before formal regression and data analysis, respondents' profile-related data is gathered and analyzed accordingly. The stats show that most of the respondents are male (86.5%). It is also retrieved that the educational level of the respondents is a master's degree (95%) and graduation (5%). In addition, nearly half of the respondents' age bracket is reported as

MRR

25–30 years (66.7%). Similarly, 61.7% of respondents reported their experience bracket between 0 and 5 years as shown in [Table 1](#).

Structural model evaluation

Before testing the hypotheses, and running the formal regression, identification of measurement model assessment of reflective construct is the prerequisite, where, it is mandatory to identify the loadings of the items, assessment of composite reality and assessment of validity through values of average variance extracted (AVE). [Table 2](#) contains all the values related to the said requirement. The values of item loadings against each variable are (>0.40), composite reliability is (<0.60) and the values of AVE are (>0.50), which interprets that all the requirements of assessment of the reflective model are met. Supervisor ostracism-related items are significantly loaded and values are found as (>0.40). The AVE value of supervisor ostracism is .611. Similarly, the values of AVE for task conflict, Role Conflict, Relational Conflict, Emotional Fatigue and Employee silence are obtained as 0.716, 0.867, 0.853, 0.832 and 0.822, accordingly.

Model fit measures

Irrespective of item loading, the model fit measures are also observed to authenticate the data as shown in [Table 3](#). Using the Mplus Macros, model fit measures are obtained, where χ^2/df is obtained as 1.88 and it has been identified that since the value is less than 3, it is acceptable. Other model fitness-related elements such as CFI, RMSEA and SRMR are assessed and found with the values 0.972, 0.051 and 0.061 accordingly. All the model fit-related measures are observed according to the thresholds determined by [Kline \(1998\)](#) and [Bryne \(2001\)](#). Overall, the model is identified as a fit and permits us to proceed further.

Discriminant validity

[Table 4](#) presented the validity-related stats, including AVE values to determine validity, composite reliability and Pearson correlations among the variables. The results demonstrate a positive correlation between all the variables, indicating that they are related. Specifically,

Table 1. Respondent’s profile (n = 303)

Category	Frequency	%	Cumulative (%)
<i>Gender</i>			
Male	262	86.5	86.5
Female	41	13.5	100.0
<i>Education</i>			
Master	288	95.0	95.0
Graduation	15	5.0	100.0
<i>Age (years)</i>			
25–30	202	66.7	66.7
31–35	82	27.1	93.7
36–40	19	6.3	100.0
<i>Experience (years)</i>			
0–5	187	61.7	61.7
6–10	92	30.4	92.1
11 Above	24	7.9	100.0

Source(s): Authors’ own work

Table 2. Measurement model assessment of reflective construct (*n* = 303)

Constructs and items	<i>p</i>	<i>λ</i>	CR	AVE
<i>Supervisor's ostracism</i>				
SO1	0.711	0.872**	0.901	0.611
SO2	0.941	0.860**		
SO3	0.773	0.816**		
SO4	0.763	0.914**		
SO5	0.816	0.711**		
SO6	0.849	0.685**		
SO7	0.644	0.699**		
SO8	0.929	0.819**		
<i>Task conflict</i>				
TC1	0.953	0.872**	0.909	0.716
TC2	0.846	0.860**		
TC3	0.838	0.816**		
TC4	0.881	0.914**		
<i>Role conflict</i>				
RC1	0.783	0.810**	0.963	0.867
RC2	0.801	0.997**		
RC3	0.831	0.665**		
RC4	0.705	0.715**		
<i>Relational conflict</i>				
RE1	0.819	0.627**	0.958	0.853
RE2	0.903	0.997**		
RE3	0.851	0.619**		
RE4	0.788	0.912**		
<i>Emotional fatigue</i>				
EF1	0.846	0.656	0.951	0.832
EF2	0.918	0.997		
EF3	0.908	0.752		
<i>Employee silence</i>				
ES1	0.731	0.725	0.948	0.822
ES2	0.831	0.754		
ES3	0.944	0.711		
ES4	0.938	0.691		

Note(s): Extraction method: principal axis factoring. Rotation method: promax with Kaiser normalization

Source(s): Authors' own work

Table 3. Model fit measures

Measure	Estimate	Threshold	Interpretation
CMIN/DF	1.88	Between 1 and 3	Excellent
CFI	0.972	>0.95	Excellent
RMSEA	0.051	<0.06	Excellent
SRMR	0.061	>0.05	Excellent

Source(s): Authors' own work

Table 4. Discriminant validity (n = 303)

Variables	CR	AVE	1	2	3	4	5	6
1. Supervisor ostracism	0.901	0.611	0.782					
2. Role conflict	0.963	0.867	0.385**	0.931				
3. Relational conflict	0.958	0.853	0.650**	0.654**	0.924			
4. Emotional fatigue	0.951	0.832	0.491**	0.518**	0.554**	0.912		
5. Task conflict	0.909	0.716	0.383**	0.150**	0.339**	0.283**	0.846	
6. Silence	0.948	0.822	0.360**	0.511**	0.294**	0.596**	0.309**	0.907

Note(s): * $p < 0.05$, ** $p < 0.01$
Source(s): Authors' own work

supervisor ostracism is significantly and positively correlated to employee silence ($r = 0.360$, $p < 0.01$), Role Conflict ($r = 0.385$, $p < 0.01$), Task Conflict ($r = 0.383$, $p < 0.01$) and Emotional Fatigue ($r = 0.491$, $p < 0.01$). Given the relatively low correlation between variables, no issues of multicollinearity are diagnosed. The table also shows the values of AVE that are found according to the defined range so no validity concerns are deducted.

Hypotheses testing

All formulated hypotheses are tested using the results of regression generated through the Mplus path model. Table 5 indicates all the results of direct relationships as well as mediation-related relationships. The hypothesis-wise results are presented below:

H1a: Supervisor Ostracism has a positive impact on Task Conflict.

The results suggested that there is a significant and positive impact of Supervisor Ostracism on Task Conflict (β 0.394, $p < 0.001$). The values are interpreted as when supervisor ostracism goes up by 1, task conflict would increase by 39%. Hence, the results support the above hypothesis.

H1b: Supervisor Ostracism has a positive impact on Relational Conflict.

Table 5. Hypotheses testing (n = 303)

Relationship	Estimate	SE	t-stats	p-value
SO → Role conflict	0.434	0.060	7.264	0.001
SO → Relation conflict	0.558	0.037	14.891	0.001
SO → Task conflict	0.394	0.055	7.207	0.001
Relation conflict → EF	0.488	0.097	5.011	0.001
Role conflict → EF	0.334	0.071	4.731	0.001
Task conflict → EF	0.166	0.062	2.680	0.007
EF → employee silence	0.399	0.031	12.907	0.001
Direct effect (with mediator)				
	β	ρ	β	p
SO → Role conflict → EF → ES	0.058	0.001	0.223	0.001
SO → RC → EF → ES	0.109	0.001		
SO → TC → EF → ES	0.026	0.014		

Note(s): SO = supervisor ostracism, EF = emotional fatigue, TC = task conflict, RC = relational conflict
Source(s): Authors' own work

The results of other relationship i.e. Supervisor Ostracism and Relational Conflict is also supported by the data where $\beta = 0.558$ and $p < 0.001$. The results related to the hypotheses are also interpreted as when the supervisor ostracizes the employees with 1%, 55% relational conflict would evoke. So, *H1b* is also accepted.

H1c: Supervisor Ostracism has a positive impact on Role Conflict.

The results suggested that there is a significant and positive impact of Supervisor Ostracism on Role Conflict ($\beta = 0.431$, $p < 0.001$). Hence, the hypothesis stated above is supported. Because the p -value is < 0.001 , *H1c* is also supported by the collected data.

H2a: Task Conflict has a positive impact on Emotional Fatigue.

Table 5 revealed that task conflict has a significant impact on emotional fatigue ($\beta = 0.166$, $p < 0.007$). Based on the results, the stated hypothesis is supported by the data since the value of $p < 0.1$ (Hair *et al.*, 2014).

H2b: Relational Conflict has a positive impact on Emotional Fatigue.

Relational conflict and emotional fatigue are identified as having negative significance based on beta values, i.e. $\beta = 0.488$, ($p < 0.001$). The hypothesis is accepted because the p -value reveals that it is less than 0.001.

H2c: Role Conflict has a positive impact on Emotional Fatigue.

Role conflict is identified as a significant contributor to the emergence of emotional fatigue ($\beta = 0.334$, $p < 0.001$). The hypothesis based on the values is supported by the data.

H3: Emotional Fatigue has a positive impact on Employee Silence.

Emotional fatigue is increasing employee silence as the values are highly significant, i.e. $\beta = 0.399$, $p < 0.001$.

H4: Task conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence.

This hypothesis and the following hypotheses are also supported by the results and accepted as shown in the above table.

H5: Relational conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence

H6: Role conflict and emotional fatigue sequentially mediate the relationship between Supervisor ostracism and Employee silence.

Table 5 displays the values for mediation-related hypotheses. The values contained in the table are interpreted as full mediation as in the presence of mediators such as relational, task and role conflicts are insignificant. Table 5 also examined the mediating influence of role, relation and task conflict, emotional fatigue on employee silence by comparing the overall effect and direct effect of supervisor ostracism. The current study discovered that the indirect effect of supervisor ostracism indirect effect is found to be significant (0.223, $p < 0.001$), supporting mediation-related hypotheses. Using the guidelines of the Hayes process, it has also been identified that the link between supervisor ostracism and employee silence is significant, interpreted as partial mediation. The mediation-related hypotheses were also tested by using the below-mentioned formula:

$$VAF = \text{IndirectEffect} / \text{TotalEffect}$$

The results generated by using the formula are observed as if a complete mediation is indicated by a VAF value greater than 0.80; while a VAF value ranging between 0.20 and 0.80 implies partial mediation; and a value less than 0.20 indicates no mediation. Supervisor Ostracism's indirect effects are 0.223 and total effects are 0.287. So according to the formula, the value is 0.777, which is interpreted as partial mediation found between the variables also shown in Path Model Figure 2.

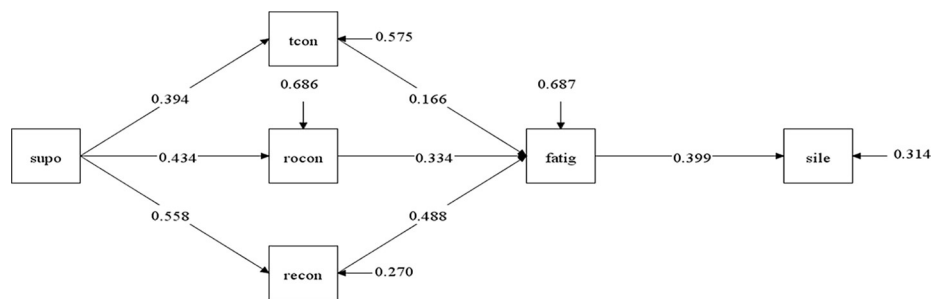


Figure 2. Path model
Source: Authors' own work

Discussion

The findings of this study offer important insights into the social dynamics of public sector organizations, particularly highlighting the impact of supervisor ostracism on employee well-being and behavioral responses. Consistent with previous literature, this study confirms that the social environment – particularly the behavior of supervisors – plays a central role in shaping employees’ workplace attitudes and behaviors (Burhan *et al.*, 2023; Jahanzeb *et al.*, 2018). The results revealed that supervisor ostracism significantly contributes to the emergence of task conflict, relational conflict and role conflict. This supports the notion that employees who feel excluded or ignored by their supervisors may also experience a breakdown in their interactions with coworkers and the broader work environment. Drawing on social identity theory, it can be argued that ostracized individuals may begin to perceive themselves as outsiders or members of a workplace out-group (Chung, 2015). This psychological disconnection not only reduces cooperative behavior but can also lead to interpersonal friction, distrust and even hostility – further exacerbating workplace tensions (Zhang *et al.*, 2017). Moreover, the presence of conflict – whether task-related, relational or role-based – was found to significantly increase emotional exhaustion among employees. These findings align with previous work suggesting that ongoing conflict depletes psychological resources and leads to emotional fatigue (Wu *et al.*, 2015). The inability to resolve ambiguity in roles, maintain harmonious relationships or agree on task execution adds significant emotional burden to employees, particularly in high-pressure public sector environments. A critical contribution of this study is the confirmation that emotional exhaustion, in turn, is significantly related to employee silence. This is a concerning outcome for organizational effectiveness, as silence indicates a withdrawal from participatory communication and knowledge-sharing behaviors. Drawing from affective events theory (Weiss and Cropanzano, 1996), it is evident that emotionally distressing experiences, such as prolonged conflict, lead individuals to disengage and withhold ideas or concerns – further impairing team functioning, innovation and decision-making. The mediated model proposed in the study underscores a cascading chain of negative outcomes: supervisor ostracism initiates interpersonal and task-related conflicts, which generate emotional exhaustion and subsequently drive employees toward silence. Findings of the study of (Zeb *et al.*, 2018; Rehman and Zeb, 2023) also provided a broader empirical grounding for determining how organizational and interpersonal dynamics influence silence behavior in ostracized employees. The finding of current study holds significant managerial relevance, as it demonstrates how the behavior of a single supervisor can create a ripple effect across the organizational climate. Furthermore, role conflict, task ambiguity and strained interpersonal

relations not only affect individual performance but can contribute to a wider culture of disengagement. These negative spirals ultimately erode organizational commitment, diminish morale and hamper productivity. Thus, this research not only validates theoretical frameworks but also provides practical evidence on the urgent need for supportive leadership practices in the public sector.

Theoretical and practical implication

The study contributes to the theoretical understanding of employee silence by highlighting the sequential mediation process involving supervisor ostracism, role conflict, emotional fatigue and employee silence. This deepens our knowledge of the underlying mechanisms and provides insights into the complex dynamics that lead to employee silence. The aforementioned study highlights the utmost significance of psychological contract theory in comprehending the intricate dynamics that exist within the interplay of supervisor ostracism, role conflict, emotional fatigue and employee silence. Organizations must acknowledge and comprehend the significance of upholding psychological contract obligations, cultivating a profound sense of affiliation and effectively managing role expectations to alleviate the phenomenon of employee silence (Jahanzeb *et al.*, 2018). The present study endeavors to make a valuable contribution to the existing body of knowledge by delving into the intricate dynamics of psychological contract breach and violation, specifically within the context of employee silence. When employees are subjected to the phenomenon of supervisor ostracism, which subsequently gives rise to the occurrence of role conflict, task conflict and relational conflict, it can be interpreted as a transgression against the psychological contract, thereby engendering emotional fatigue and consequent employee silence. This elucidates the imperative for organizations to diligently oversee and administer prospective infractions of the psychological contract to avert deleterious consequences (DeChurch and Marks, 2001). The conducted study elucidates the prospective capacity of organizations to rectify the psychological contract and alleviate the adverse repercussions stemming from supervisor ostracism and role conflict. Through the strategic implementation of multifaceted approaches aimed at fostering inclusivity, mitigating role conflicts and offering robust emotional support to personnel, organizations can actively engage in the process of rectifying the psychological contract. This multifaceted approach not only serves to mitigate the deleterious effects of emotional exhaustion but also catalyzes engendering a culture of active participation and vocalization amongst employees within the organizational framework.

In addition to the theoretical implications, the findings of this study also make significant contributions to the practical implications for organizations. Organizations must prioritize the implementation of inclusive leadership practices as a strategic measure to proactively mitigate the deleterious effects of supervisor ostracism and its subsequent adverse ramifications. Leaders must undergo comprehensive training to effectively cultivate a culture of inclusivity, nurture harmonious relationships and exhibit equitable and respectful conduct toward every employee within the organizational framework (Burhan *et al.*, 2023). The implementation of measures aimed at augmenting role lucidity and furnishing sufficient support mechanisms has the potential to mitigate the occurrence of role discordance and assuage the burden of emotional exhaustion (Liu *et al.*, 2013). Furthermore, organizations must establish unequivocal job expectations, proffer comprehensive guidance and foster unimpeded communication channels to assist employees in adeptly navigating the intricate landscape of conflicting demands (Malik *et al.*, 2022). Organizations must accord utmost importance to the enhancement of employee well-being using strategic interventions and initiatives. This encompasses the facilitation of work-life equilibrium, provision of stress management resources and implementation of support initiatives targeting emotional

depletion and burnout (Akhtar *et al.*, 2022). To effectively mitigate the phenomenon of employee silence, it is imperative for organizations to diligently cultivate a corporate environment that actively promotes and nurtures a culture of transparent and uninhibited communication, constructive feedback and the unfettered expression of employee voice. The implementation of various mechanisms, including but not limited to suggestion boxes, anonymous reporting systems and periodic feedback sessions, can effectively foster an environment wherein employees are empowered to freely express their concerns, ideas and suggestions devoid of any apprehension regarding potential adverse consequences. The provision of comprehensive training and development initiatives, tailored to cater to the needs of both supervisors and employees, has the potential to significantly augment their interpersonal and communication proficiencies.

Limitation and future direction

While this scholarly investigation has undoubtedly yielded commendable contributions to the field, it is imperative to duly acknowledge and address certain inherent limitations that may have inadvertently impinged upon the study's overall efficacy and comprehensiveness. Primarily, the utilization of a cross-sectional design presents a formidable obstacle in the endeavor to ascertain causality. To examine the causal links between supervisor ostracism, role conflict and ambiguity and employee outcomes, future research should adopt a longitudinal design. Second, this study was carried out exclusively within a single industry (public sector) and a particular country (Pakistan), which restricts the extent to which the findings can be applied to other cultural settings and industries. Future studies could consider replicating the study in other industries and countries to explore the external validity of the findings. The third limitation of this study is that it relied solely on self-reported data, which could be influenced by common method bias. To overcome this limitation, future studies may consider using objective measures or gathering data from multiple sources. Another limitation pertains to the use of purposive sampling, a non-probability method employed to ensure relevance and appropriateness of the sample for the study's objectives. While this approach is justified given the focus on specific employee experiences in the public sector, it may limit the generalizability of the findings to broader populations. Future studies could consider using probability sampling techniques to enhance representativeness, or at the very least, triangulate findings with different sampling methods to validate robustness.

Finally, the study did not consider other potential variables that may moderate or mediate the relationships between supervisor ostracism, role conflict and ambiguity and employee outcomes. Future studies could explore the role of other types of conflicts, e.g. coworker conflict, and apart from employee silence, other negative outcomes should be studied. Researchers should take a framework of supervisor ostracism which can backfire positively with sequential mediation. Along with that other types of mistreatment should also be studied like workplace ostracism and workplace bullying. Overall, this study provides valuable insights into the relationships between supervisor ostracism, conflicts and employee outcomes. Future research could build on these findings to further our understanding of these relationships and their implications for employees and organizations.

Conclusion

In conclusion, the study demonstrates that supervisor ostracism is a significant antecedent of task, relational and role conflicts, which in turn lead to emotional exhaustion and foster employee silence. These findings are particularly critical for public sector organizations where hierarchical structures and limited communication channels may amplify the effects of negative leadership behaviors. The research emphasizes the importance of inclusive and

emotionally intelligent supervision, as the social exclusion of employees can severely disrupt team cohesion, communication and psychological well-being. Managers and HR professionals must recognize the harmful implications of ostracism and develop proactive strategies – such as conflict resolution training, emotional support systems and feedback mechanisms – to promote open communication and psychological safety within the workplace. Overall, this study offers both theoretical enrichment and practical guidance by outlining a chain of workplace experiences that move from social exclusion to organizational silence, thus illuminating a critical area for intervention and improvement in public sector work environments.

References

- Akhtar, M.W., Syed, F., Javed, M. and Husnain, M. (2020), “Grey shade of work environment triad–effect of supervisor ostracism and perceived organizational obstruction on employees’ behaviour: a moderated-mediation model”, *Leadership and Organization Development Journal*, Vol. 41 No. 5, pp. 669-686.
- Akhtar, S., Malik, M.F. and Burhan, Q.U.A. (2022), “Leader member exchange differentiation affect on task performance of out-group employee: a sequential mediated model”, *Research Journal of Social Sciences and Economics Review*, Vol. 3 No. 1, pp. 64-69.
- Ballekura, B. and Vilvanathan, L. (2025), “When workplace incivility begets ineffectual employee silence-the role of rationalized knowledge hiding and regulation of emotion”, *Kybernetes*, Vol. 54 No. 2, pp. 895-908.
- Banmairuoy, W., Kritjaroen, T. and Homsombat, W. (2022), “The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation’s component factors: Evidence from Thailand’s new S-curve industries”, *Asia Pacific Management Review*, Vol. 27 No. 3, pp. 200-209.
- Barnes, C.M. and Van Dyne, L. (2009), “I’m tired’: differential effects of physical and emotional fatigue on workload management strategies”, *Human Relations*, Vol. 62 No. 1, pp. 59-92.
- Bautista-Biddle, M.M., Pereira, L.M. and Williams, S.N. (2021), “The fallacy of “good training experiences”: the need to protect psychology trainees from harassment and the imperative of multiculturally competent supervision”, *Training and Education in Professional Psychology*, Vol. 15 No. 4, p. 323.
- Bryne, M. (2001), “Data analysis strategies for qualitative research”, (Research Corner). *AORN Journal*, Vol. 74 No. 6, pp. 904-906.
- Burhan, Q.U.A., Khan, M.A. and Malik, M.F. (2023), “Achieving transparency in business processes by developing and implementing ethical climate: an integrated model of ethical leadership and engagement”, *Business Process Management Journal*, Vol. 29 No. 3, pp. 757-776.
- Burhan, Q. and Malik, M.F. (2024), “Concept of workplace camaraderie: developing and testing an integrated model leading to incivility”, *International Journal of Conflict Management*, Vol. 35 No. 3, pp. 453-470.
- Caesens, G., Stinglhamber, F., Demoulin, S., De Wilde, M. and Mierop, A. (2019), “Perceived organizational support and workplace conflict: the mediating role of failure-related trust”, *Frontiers in Psychology*, Vol. 9, p. 2704.
- Chen, P., Bao, C. and Gao, Q. (2021), “Proactive personality and academic engagement: the mediating effects of teacher-student relationships and academic self-efficacy”, *Frontiers in Psychology*, Vol. 12, p. 652994.
- Chen, Z., Xu, J., Yu, Y., Ke, S. and Zhao, Y. (2022), “Power distance and supervisor ostracism: the moderating effect of procedural fairness”, *European J. Of International Management*, Vol. 17 NoS 2-3, pp. 394-413.

- Chung, Y.W. (2015), "The mediating effects of organizational conflict on the relationships between workplace ostracism with in-role behavior and organizational citizenship behavior", *International Journal of Conflict Management*, Vol. 26 No. 4.
- Coleman, G. and Hyde, E. (2022), "Is there a role for professional supervision in supporting the professional and personal wellbeing of the sonographic workforce? A literature review", *Radiography*, Vol. 28 No. 4, pp. 991-998.
- Cullinane, N. and Donaghey, J. (2020), "Employee silence", *Handbook of Research on Employee Voice*, pp. 474-485.
- Cupach, W.R. (2000), "Advancing understanding about relational conflict", *Journal of Social and Personal Relationships*, Vol. 17 Nos 4-5, pp. 697-703.
- De Dreu, C.K. and Van Vianen, A.E. (2001), "Managing relationship conflict and the effectiveness of organizational teams", *Journal of Organizational Behavior*, Vol. 22 No. 3, pp. 309-328.
- De Dreu, C.K. (2006), "When too little or too much hurts: evidence for a curvilinear relationship between task conflict and innovation in teams", *Journal of Management*, Vol. 32 No. 1, pp. 83-107.
- DeChurch, L.A. and Marks, M.A. (2001), "Maximizing the benefits of task conflict: the role of conflict management", *International Journal of Conflict Management*, Vol. 12 No. 1, pp. 4-22.
- Eva, N., Meacham, H., Newman, A., Schwarz, G. and Tham, T.L. (2019), "Is coworker feedback more important than supervisor feedback for increasing innovative behavior?", *Human Resource Management*, Vol. 58 No. 4, pp. 383-396.
- Hair, J.F., Jr, Sarstedt, M., Hopkins, L. and Kuppelwieser, V.G. (2014), "Partial least squares structural equation modeling (PLS-SEM) an emerging tool in business research", *European Business Review*, Vol. 26 No. 2, pp. 106-121.
- Fatima, M., Niazi, S. and Ghayas, S. (2017), "Relationship between self-esteem and social anxiety: Role of social connectedness as a mediator", *Pakistan Journal of Social and Clinical Psychology*, Vol. 15 No. 2, pp. 12-17.
- Ferris, D.L., Brown, D.J., Berry, J.W. and Lian, H. (2008), "The development and validation of the workplace ostracism scale", *Journal of Applied Psychology*, Vol. 93 No. 6, p. 1348.
- Glazer, S., Farley, S.D., and Rahman, T.T. (2021), "Performance consequences of workplace ostracism", *Workplace Ostracism: Its Nature, Antecedents, and Consequences*, ChamSpringer International Publishing, pp. 159-188.
- Halbesleben, J.R., Neveu, J.P., Paustian-Underdahl, S.C. and Westman, M. (2014), "Getting to the "COR" understanding the role of resources in conservation of resources theory", *Journal of Management*, Vol. 40 No. 5, pp. 1334-1364.
- Hammer, L.B., Brady, J.M. and Perry, M.L. (2020), "Training supervisors to support veterans at work: Effects on supervisor attitudes and employee sleep and stress", *Journal of Occupational and Organizational Psychology*, Vol. 93 No. 2, pp. 273-301.
- He, P., Wang, X., Wu, M. and Estay, C. (2018), "Compulsory citizenship behavior and employee silence: the roles of emotional exhaustion and organizational identification", *Social Behavior and Personality: An International Journal*, Vol. 46 No. 12, pp. 2025-2047.
- Hitlan, R.T. and Noel, J. (2009), "The influence of workplace exclusion and personality on counterproductive work behaviours: an interactionist perspective", *European Journal of Work and Organizational Psychology*, Vol. 18 No. 4, pp. 477-502.
- Jahanzeb, S., Fatima, T. and Malik, M.A.R. (2018), "Supervisor ostracism and defensive silence: a differential needs approach", *European Journal of Work and Organizational Psychology*, Vol. 27 No. 4, pp. 430-440.
- Jehn, K.A. (1995), "A multimethod examination of the benefits and detriments of intragroup conflict", *Administrative Science Quarterly*, Vol. 40 No. 2, pp. 256-282.

-
- Karatepe, O.M. and Tekinkus, M. (2006), "The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees", *International Journal of Bank Marketing*, Vol. 24 No. 3, pp. 173-193.
- Kline, R.B. (1998), "Software review: Software programs for structural equation modeling: Amos, EQS, and LISREL", *Journal of Psychoeducational Assessment*, Vol. 16 No. 4, pp. 343-364.
- Knoll, M. and Van Dick, R. (2013), "Do I hear the whistle...? A first attempt to measure four forms of employee silence and their correlates", *Journal of Business Ethics*, Vol. 113 No. 2, pp. 349-362.
- Koay, K.Y., Lim, V.K., Soh, P.C.H., Ong, D.L.T., Ho, J.S.Y. and Lim, P.K. (2022), "Abusive supervision and cyberloafing: a moderated moderation model of moral disengagement and negative reciprocity beliefs", *Information and Management*, Vol. 59 No. 2, p. 103600.
- Ladany, N. and Friedlander, M.L. (1995), "The relationship between the supervisory working alliance and trainees' experience of role conflict and role ambiguity", *Counselor Education and Supervision*, Vol. 34 No. 3, pp. 220-231.
- Lee, J.H. and Shin, H.C. (2025), "Perception of organizational politics, organizational injustice, organizational silence, and knowledge-hiding behavior in hotel employees", *Social Behavior and Personality: An International Journal*, Vol. 53 No. 1, pp. 1-12.
- Liu, C., Li, L., Li, H., Bruk-Lee, V., Ma, J. and Liu, Y. (2022), "Supervisor-employee task conflict and supervisor ostracism: the moderating effect of interpersonal harmony values", *Applied Psychology*, Vol. 72 No. 3, pp. 971-997.
- Liu, J., Kwan, H.K., Lee, C. and Hui, C. (2013), "Work-to-family spillover effects of workplace ostracism: the role of work-home segmentation preferences", *Human Resource Management*, Vol. 52 No. 1, pp. 75-93.
- Malik, M.F., Burhan, Q.U.A., Akhtar, S. and Shafiq, M. (2022), "Human-centric BPM: employee exploitation effects on knowledge-sharing behavior and CWB: a dual-path model and its consequences", *Business Process Management Journal*, Vol. 28 No. 4, pp. 1207-1226.
- Malik, M.F., Khwaja, M.G., Hanif, H. and Mahmood, S. (2023), "The missing link in knowledge sharing: the crucial role of supervisor support-moderated mediated model", *Leadership and Organization Development Journal*, Vol. 44 No. 6, pp. 771-790.
- Martono, S., Wulansari, N.A., Ridloah, S. and Khoiruddin, M. (2020), "The effect of abusive supervision on employee silence: Mediation mechanism", *International Journal of Business and Management Science*, Vol. 10 No. 2, p. 187.
- Maslach, C., Schaufeli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52 No. 1, pp. 397-422.
- Murtiningsih, M., Kristiawan, M. and Lian, B. (2019), "The correlation between supervision of headmaster and interpersonal communication with work ethos of the teacher", *European Journal of Education Studies*, Vol. 6 No. 1, pp. 246-256.
- Musenero, L., Baroudi, B. and Gunawan, I. (2021), "Application of dual concern theory in elucidating conflict behavior in infrastructure public-private partnership projects", *Journal of Construction Engineering and Management*, Vol. 147 No. 7, p. 04021061.
- Mylona, E. and Mihail, D. (2022), "An employee perspective of human resource development practices in the public sector: the role of organizational and supervisor support", *International Review of Administrative Sciences*, Vol. 88 No. 3, pp. 739-756.
- Ng, T.W. and Feldman, D.C. (2008), "Long work hours: a social identity perspective on meta-analysis data", *Journal of Organizational Behavior*, Vol. 29 No. 7, pp. 853-880.
- Pakistan Bureau of Statistics (2024), "Sectoral shares in GDP (online document)", available at: www.pbs.gov.pk/sites/default/files/tables/national-accounts/Table-7.pdf

- Peltokorpi, V. and Ramaswami, A. (2021), "Abusive supervision and subordinates' physical and mental health: the effects of job satisfaction and power distance orientation", *The International Journal of Human Resource Management*, Vol. 32 No. 4, pp. 893-919.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, p. 879.
- Prilia, D. (2022), "The implementation of supervision and guidance of officials for making land deeds (PPAT) by the board of trustees and supervisors for officials for making land deeds (PPAT)", *Jurnal Konstatring*, Vol. 1 No. 3, pp. 1420-1438.
- Quade, M.J., Greenbaum, R.L., Petrenko, O.V. (2017), "I don't want to be near you, unless...": the interactive effect of unethical behavior and performance onto relationship conflict and workplace ostracism", *Personnel Psychology*, Vol. 70 No. 3, pp. 675-709.
- Rahim, M.A. (2023), *Managing Conflict in Organizations*, Routledge.
- Rainey, A. and Melzer, S.M. (2021), "The organizational context of supervisory bullying: Diversity/equity and work-family policies", *Work and Occupations*, Vol. 48 No. 3, pp. 285-319.
- Ramaite, M., Rothmann, S. and van der Vaart, L. (2022), "Job embeddedness profiles: Associations with supervisor relations, job satisfaction, and work engagement", *Cogent Psychology*, Vol. 9 No. 1, p. 2080322.
- Rehman, F.U. and Zeb, A. (2023), "Investigating the nexus between authentic leadership, employees' green creativity, and psychological environment: evidence from emerging economy", *Environmental Science and Pollution Research*, Vol. 30 No. 49, pp. 107746-107758.
- Rizzo, J.R., House, R.J. and Lirtzman, S.I. (1970), "Role conflict and ambiguity in complex organizations", *Administrative Science Quarterly*, Vol. 15 No. 2, pp. 150-163.
- Rousseau, D.M. (1989), "Psychological and implied contracts in organizations", *Employee Responsibilities and Rights Journal*, Vol. 2 No. 2, pp. 121-139.
- Schulte, N., Götz, F.M., Partsch, F., Goldmann, T., Smidt, L. and Meyer, B. (2020), "Linking diversity and mental health: task conflict mediates between perceived subgroups and emotional exhaustion", *Frontiers in Psychology*, Vol. 11, p. 1245.
- Sharma, N. and Dhar, R.L. (2022), "From curse to cure of workplace ostracism: a systematic review and future research agenda", *Human Resource Management Review*, Vol. 32 No. 3, p. 100836.
- Shaukat, R., Yousaf, A. and Sanders, K. (2017), "Examining the linkages between relationship conflict, performance and turnover intentions: role of job burnout as a mediator", *International Journal of Conflict Management*, Vol. 28 No. 1, pp. 4-23.
- Simons, T.L. and Peterson, R.S. (2000), "Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust", *Journal of Applied Psychology*, Vol. 85 No. 1, p. 102.
- Sprang, G., Choi, M., Eslinger, J.G. and Whitt-Woosley, A.L. (2015), "The pathway to grandparenting stress: Trauma, relational conflict, and emotional well-being", *Aging and Mental Health*, Vol. 19 No. 4, pp. 315-324.
- Stamm, B.H. (2009), "Professional quality of life: compassion satisfaction and fatigue subscales, version V (ProQOL)", [Instrument]. Center for Victims of Torture, available at: https://proqol.org/ProQol_Test.html
- Steege, L.M., Drake, D.A., Olivas, M. and Mazza, G. (2015), "Evaluation of physically and mentally fatiguing tasks and sources of fatigue as reported by registered nurses", *Journal of Nursing Management*, Vol. 23 No. 2, pp. 179-189.
- Stinglhamer, F. and Vandenberghe, C. (2003), "Organizations and supervisors as sources of support and targets of commitment: a longitudinal study", *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, Vol. 24 No. 3, pp. 251-270.

- Thessin, R.A. (2019), "Establishing productive principal/principal supervisor partnerships for instructional leadership", *Journal of Educational Administration*, Vol. 57 No. 5, pp. 463-483.
- Wang, Y., Ma, J.Y., Yuan, M. and Chen, C.C. (2022), "More pain, more change? The mediating role of presenteeism and the moderating role of ostracism", *Journal of Organizational Behavior*, Vol. 44 No. 6, pp. 902-919.
- Weiss, H.M. and Cropanzano, R. (1996), "Affective events theory", *Research in Organizational Behavior*, Vol. 18 No. 1, pp. 1-74.
- Williams, K.D. (2007), "Ostracism", *Annual Review of Psychology*, Vol. 58 No. 1, pp. 425-452.
- Wright, T.A. and Hobfoll, S.E. (2004), "Commitment, psychological well-being and job performance: an examination of conservation of resources (COR) theory and job burnout", *J. Of Business and Management*, Vol. 9 No. 4, pp. 389-406.
- Wright, T.A. and Cropanzano, R. (1998), "Emotional exhaustion as a predictor of job performance and voluntary turnover", *Journal of Applied Psychology*, Vol. 83 No. 3, p. 486.
- Wu, L.Z., Ferris, D.L., Kwan, H.K., Chiang, F., Snape, E. and Liang, L.H. (2015), "Breaking (or making) the silence: how goal interdependence and social skill predict being ostracized", *Organizational Behavior and Human Decision Processes*, Vol. 131, pp. 51-66.
- Xu, A.J., Loi, R. and Lam, L.W. (2015), "The bad boss takes it all: how abusive supervision and leader-member exchange interact to influence employee silence", *The Leadership Quarterly*, Vol. 26 No. 5, pp. 763-774.
- Yazarloo, F., Shojaei, S., Azma, F. and Mostaghimi, M.R. (2021), "Modelling of emotional exhaustion role on workplace ostracism: a cross-sectional study on sepa bank branches in Northern provinces of Iran", *Journal of Shahrekord University of Medical Sciences*, Vol. 23 No. 1, pp. 27-33.
- Zaman, U., Nawaz, S., Shafique, O. and Rafique, S. (2021), "Making of rebel talent through workplace ostracism: a moderated-mediation model involving emotional intelligence, organizational conflict and knowledge sharing behavior", *Cogent Business and Management*, Vol. 8 No. 1, p. 1941586.
- Zeb, A. (2020), "Relationship between organizational factors and job performance", (Doctoral dissertation, Universiti Tun Hussein Onn Malaysia).
- Zeb, A., Abdullah, N.H., Hussain, K. and Misnah, (2022), "Competing value framework model of organisational culture and job performance: an examination of the mediating role of HPHR practices", *International Journal of Services and Operations Management*, Vol. 42 No. 1, pp. 103-128.
- Zeb, A., Gan, G.G.G., Wei, O.J. and Karim, R. (2024), "Examining the nexus between situational factors and job performance through the mediating role of work engagement and self-efficacy", *Journal of Public Affairs*, Vol. 24 No. 2, p. e2915.
- Zeb, A., Goh, G.G.G., Javaid, M., Khan, M.N., Khan, A.U. and Gul, S. (2023), "The interplay between supervisor support and job performance: Implications of social exchange and social learning theories", *Journal of Applied Research in Higher Education*, Vol. 15 No. 2, pp. 429-448.
- Zeb, A., Sultan, F., Hussain, K., Javaid, M., Abbas, Z. and Imran, M. (2018), "The influence of compensation and benefits and employees' involvement on employees' outcomes-evidence from PTCL", *International Journal of Research and Review*, Vol. 5 No. 11, pp. 98-103.
- Zhang, R., Ye, C. and Ferreira-Meyers, K. (2017), "Linking workplace ostracism to interpersonal citizenship behavior: a moderated mediation model of work-to-family conflict and rumination", *International Journal of Stress Management*, Vol. 24 No. 3, p. 293.
- Zhang, X., Li, J., Xie, F., Chen, X., Xu, W. and Hudson, N.W. (2022), "The relationship between adult attachment and mental health: a meta-analysis", *Journal of Personality and Social Psychology*, Vol. 123 No. 5, p. 1089.

Further reading

- Baron, R.S. (1986), "Distraction-conflict theory: progress and problems", *Advances in Experimental Social Psychology*, Vol. 19, pp. 1-40.

- Cheon, H.S., Blumer, M.L., Shih, A.T., Murphy, M.J. and Sato, M. (2009), "The influence of supervisor and supervisee matching, role conflict, and supervisory relationship on supervisee satisfaction", *Contemporary Family Therapy*, Vol. 31 No. 1, pp. 52-67.
- Ellemers, N. and Haslam, S.A. (2012), "Social identity theory", *Handbook of Theories of Social Psychology*, Vol. 2, pp. 379-398.
- Fan, X., Jiang, X., Deng, N., Dong, X. and Lin, Y. (2021), "Does role conflict influence discontinuous usage intentions? Privacy concerns, social media fatigue and self-esteem", *Information Technology and People*, Vol. 34 No. 3, pp. 1152-1174.
- Ghorpade, J., Lackritz, J. and Singh, G. (2011), "Personality as a moderator of the relationship between role conflict, role ambiguity, and burnout", *Journal of Applied Social Psychology*, Vol. 41 No. 6, pp. 1275-1298.
- Huddy, L. (2001), "From social to political identity: a critical examination of social identity theory", *Political Psychology*, Vol. 22 No. 1, pp. 127-156.
- Jahanzeb, S., Bouckennooghe, D. and Mushtaq, R. (2021), "Silence and proactivity in managing supervisor ostracism: implications for creativity", *Leadership and Organization Development Journal*, Vol. 42 No. 5, pp. 705-721.
- Jensen, M.T. (2016), "A two wave cross-lagged study of work-role conflict, work-family conflict and emotional exhaustion", *Scandinavian Journal of Psychology*, Vol. 57 No. 6, pp. 591-600.
- Li, H.T. (2023), "Escalation of relationship conflict into work disengagement: uncovering mediation mechanisms", *International Journal of Conflict Management*, Vol. 34 No. 1, pp. 80-103.
- Mayo, M., Sanchez, J.I., Pastor, J.C. and Rodriguez, A. (2012), "Supervisor and coworker support: a source congruence approach to buffering role conflict and physical stressors", *The International Journal of Human Resource Management*, Vol. 23 No. 18, pp. 3872-3889.
- Olk, M.E. and Friedlander, M.L. (1992), "Trainees' experiences of role conflict and role ambiguity in supervisory relationships", *Journal of Counseling Psychology*, Vol. 39 No. 3, p. 389.
- Sarfraz, M., Ivascu, L. and Ozturk, I. (2021), "Why does abusive leadership lead to employee silence? The mediating role of perceived insider status and psychological safety", *International Journal of Work Organisation and Emotion*, Vol. 12 No. 3, pp. 268-282.
- Schwab, R.L. and Iwanicki, E.F. (1982), "Perceived role conflict, role ambiguity, and teacher burnout", *Educational Administration Quarterly*, Vol. 18 No. 1, pp. 60-74.
- Stinglhamber, F., Caesens, G., Chalmagne, B., Demoulin, S. and Maurage, P. (2021), "Leader-member exchange and organizational dehumanization: the role of supervisor's organizational embodiment", *European Management Journal*, Vol. 39 No. 6, pp. 745-754.

Corresponding author

Qurat-ul-Ain Burhan can be contacted at: annieburhan@gmail.com