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How resilient employees can prevent family ostracism from escalating into diminished work engagement and change-oriented organizational citizenship behavior

Abstract

Drawing from conservation of resources theory and the work–home resources model, this research examines the hitherto overlooked but highly relevant link between employees’ experience of resource-draining family ostracism and change-oriented organizational citizenship behavior, with a specific focus on the mediating role of their work engagement and moderating role of their resilience. Tests of the research hypotheses, using survey data collected among employees who work in the construction retail industry, reveal that a core channel through which social exclusion by family members translates into diminished voluntary change efforts is that employees become less engaged with work. This intermediate role of lower work engagement is less prominent, however, among employees who have a greater ability to bounce back from challenging situations. For human resource (HR) management scholars, this study accordingly helps explain why a sense of being ignored at home may lead employees to become complacent in their change efforts: Employees exhibit less enthusiasm about work. But HR management practitioners can subdue this process to the extent that they enhance and leverage employees’ resilience levels.

Keywords: family ostracism; change-oriented OCB; work engagement; resilience; conservation of resources theory; work–home resources model

Introduction

Strategic human resource (HR) management research recognizes the critical role of employees' willingness to engage in organizational citizenship behavior (OCB), or work behavior that is not explicitly included in employees' job descriptions and for which they are not rewarded (Kasekende et al., 2020; Yang & Arthur, 2021). A traditional approach conceptualizes OCB as behavior that conforms with or reinforces current work policies (Ocampo et al., 2018; Podsakoff et al., 2018). But a growing body of research also notes its important change-oriented component: Some employees seek to alter or improve current organizational practices, even if they are not formally expected to do so (Chiaburu et al., 2022; Jiao et al., 2013; Kao, 2017). Their allocation of personal energy to such voluntary change efforts can benefit the organization, by infusing it with novel insights into how to address internal shortcomings (Carter et al. 2014; Vigoda-Gadot & Beerli, 2012). Employees can benefit too, to the extent that they derive a sense of personal accomplishment or advance their careers through their efforts (Campbell & Im, 2016; Li & Xie, 2022).

Substantial research investigates how benevolent work situations stimulate change-oriented OCB, as arise in the presence of leader–member exchange (Bettencourt, 2004); transformational (Carter et al., 2014), empowering (Li et al., 2016), or inclusive (Younas et al., 2021) leadership; performance management (Campbell, 2015); or supportive coworkers (Chiaburu et al., 2013). But an equally important consideration pertains to how resource-depleting work conditions might undermine employees' willingness to undertake discretionary change efforts. Change proponents often encounter hurdles and resistance from other organizational members who prefer the status quo (Hon et al., 2014; Pardo del Val & Martínez Fuentes, 2003). Considering that change-oriented OCB by definition is not part of proponents'

regular job duties (Kao, 2017; Vigoda-Gadot & Beerli, 2012), employees may be particularly reluctant to undertake such efforts if, for example, they are exposed to narcissistic supervision (Wang et al., 2021b) or feel embarrassed about their organizational membership (De Clercq, 2022). We investigate the influence of yet another type of difficulty, which originates in the *private* realm: family ostracism (Babalola et al., 2021), or “the extent to which an individual perceives that he or she is excluded, rejected, or ignored by other family members” (Ye et al., 2021, p. 646).

A focus on family ostracism is useful for both HR management scholarship and practice, because even if HR managers realize that employees’ personal struggles might spill over into the workplace and compromise the quality of their day-to-day work, they still may find it difficult to identify employees who suffer such hardships or find ways to mitigate the harmful spillover effects (Garavan et al., 2022; Lee, 2018). We accordingly identify a possible impediment to change-related OCB over which HR managers have little control—unlike ostracism exerted by colleagues that are within the company domain (Wang et al., 2021a)—but that can have persistent adverse effects (Babalola et al., 2021). In examining how family ostracism may escalate into diminished voluntary change efforts, we also hope to help employees understand how their complacent responses might leave them even worse off, because they never share their potentially beneficial ideas for addressing the work difficulties that they experience, due to their family troubles (Carter et al., 2014; Li & Xie, 2022). Thus, as specific research goals, we examine (1) *why* the experience of family ostracism may manifest as diminished voluntary change-oriented work efforts and (2) how pertinent personal contingencies might *subdue* this manifestation.

First, we postulate that a critical conduit for this harmful process is that employees become less engaged with work (Wang & Shi, 2022), which can be gauged by their work-related vigor, dedication, and absorption (Halbesleben, 2010; Hulkko-Nyman et al., 2012). These three closely interconnected aspects inform work engagement as a unidimensional construct (Luu, 2019; Schaufeli et al., 2006). Vigor captures employees' drive to direct significant time to work matters; dedication conveys their eagerness to give of themselves at work and sense of excitement when they work hard; and absorption speaks to the joy they derive from immersing themselves in their work (Boon & Kalshoven, 2014; Saks, 2019). In this sense, work engagement is distinct from related constructs, such as work commitment or work involvement (Boon & Kalshoven, 2014; Liat et al., 2020). Drawing from conservation of resources (COR) theory (Hobfoll, 2001), in combination with the work-home resources (W-HR) model (ten Brummelhuis & Bakker, 2012), we posit that employees' exposure to family ostracism, which undermines their self-esteem resources or positive self-image (Ye et al., 2021), may lead them to halt voluntary efforts to change the organizational status quo, because they exhibit lower work engagement, in their effort to protect their personal well-being and not "waste" personal energy on their organization.

Second, also consistent with COR theory (Hobfoll, 2001), we posit that the explanatory role of lower work engagement might be subdued by employees' resilience, a personal resource that enables them to recover more readily from setbacks and learn from the situations (Luthans et al., 2007; Saks, 2016). In particular, it might operate like a shield that protects employees against self-deprecating thoughts in the presence of family ostracism (Ye et al., 2021), as well as against the likelihood that such thoughts diminish their change-oriented OCB (Huang et al., 2019). If they can bounce back from difficulties, employees can better deal with personal and work-related

hardships (Ifeagwazi et al. 2015; Saks, 2019), such they should be able to maintain a certain degree of engagement with work and allocate residual energy resources to voluntary change efforts (Quinn et al., 2012). Explicitly, if they can draw from resilience, the indirect negative relationship between employees' sense that their family members ostracize them and their change-oriented OCB, through lower work engagement, should be mitigated.

Contributions

These conceptual reflections inform several contributions to HR management research. First, we explain how employees' sense that they are rejected by family members may translate into diminished change-oriented voluntarism, in the form of reduced vigor, dedication, and absorption that they exhibit toward work (Wang & Shi, 2022). This hitherto overlooked mechanism is worth investigating from a theoretical perspective, because it provides HR management scholars with pertinent insights into a critical but covert source of work-related dissatisfaction (i.e., employees show less enthusiasm toward their work; Saks, 2019), through which family-induced social exclusion enters the workplace and culminates in work-related complacency (Haq et al., 2020). For HR managers, this proposed set of relationships also points to a possibly dysfunctional *spiral* that employees might inflict on themselves, without realizing it: Personal troubles caused by family ostracism undermine their professional functioning and make them less engaged with work, to the point that they formulate behavioral responses that might make them seem "lazy" to organization leaders, which then generate even more hardships (Campbell & Im, 2016; Carter et al., 2014).

Second, we address calls for contingency views on the detrimental outcomes of family-related problems for employees' work functioning (Lan et al., 2022; Sharma & Mishra, 2022). In detail, we propose that employees' resilience levels (Linnenluecke, 2017) decrease the extent to

which personal hardships stemming from family ostracism spill over into the workplace, such that they are able to remain engaged with work and undertake change-oriented OCB, despite suffering at home (De Clercq, 2020). Extant research already affirms that resilience helps people cope with difficult situations, in both their personal (Ifeagwazi et al., 2015) and work (Jiang et al., 2021) lives. We extend such research to the contexts of family ostracism and work engagement. In particular, the moderated mediation process that underlies our theorizing—combining a mediating role of work engagement and moderating role of resilience—provides HR management researchers with novel insight into how the aforementioned negative spiral may be contained among employees who easily recuperate from setbacks (Conley et al., 2016).

Conceptual background and research hypotheses

Conservation of resources theory and employee responses to family ostracism

Extant management research on family ostracism—as a specific type of family-induced mistreatment that leaves people feeling excluded or overlooked by loved ones (Ye et al., 2021)—is scarce. Yet the prominence of this private challenge, and its potentially detrimental consequences for employees' work functioning, indicates that it deserves critical attention (Babalola et al., 2021; Poulsen & Carmon, 2015). In contrast with work-related versions, such as coworker or supervisor ostracism (Jahanzeb et al., 2021; Wang et al., 2021a), family-induced ostracism is more challenging for organizational authorities to discern, and it is especially upsetting for employees, who feel abandoned by the people to whom they should feel closest (Poulsen & Carmon, 2015). Moreover, family ostracism relates to but differs from family incivility. The latter reflects overt, rude treatments by family members, but the former pertains to a more covert sense of being excluded or ignored, such that it may be more painful (Poulsen & Carmon, 2015). A few empirical studies predict that family ostracism undermines employees'

creativity (Babalola et al., 2021) and proactive customer service performance (Ye et al., 2021).

We seek to extend such insights by addressing how this salient source of personal suffering may steer employees away from change-oriented OCB, by proposing a mediating role of work engagement and moderating role of resilience in the connection between family ostracism and voluntary change efforts.

As mentioned, the conceptual arguments for these relationships are grounded in conservation of resources (COR) theory (Hobfoll, 2001; see also Halbesleben et al., 2014), complemented by the work–home resources (W-HR) model, which draws from COR theory to address specifically how family-induced resource depletion affects employees’ work functioning (ten Brummelhuis & Bakker, 2012). In his original writings, Hobfoll (1988, 1989) presented COR theory as a meaningful framework to predict how people cope with stress-evoking situations by managing their resource bases, such that “when confronted with stress, individuals are predicted ... to strive to minimize net loss of resources” (Hobfoll, 1989, p. 517). In later work, Hobfoll (2001) elaborated on these initial notions by detailing two basic principles that underlie COR theory: (1) the desire to prevent resource losses from occurring is relatively more prominent than the desire to achieve resource gains, and (2) people must invest resources to protect themselves against the threat of resource losses, rebound from these losses, and obtain additional resources. These two basic principles, in turn, inform four corollaries (Hobfoll, 2001): (1) People who can rely on more resources are less susceptible to resource losses and better positioned to pursue resource gains, (2) initial resource losses lead to further losses (i.e., resource loss spirals), (3) initial resource gains lead to further gains (i.e., resource gain spirals), though loss spirals are more powerful than gain spirals, and (4) people who experience drained resources are motivated to find self-protective strategies to preserve their residual resources.

For the purposes of this research, we leverage two key premises guided by some of these corollaries, which also have appeared in previous COR-based studies of the adverse effects of family-related difficulties. The first COR premise, in line with the fourth corollary, is that employees' work-related preferences and actions reflect their motivation to protect their current resource reservoirs and avoid additional resource losses in the face of resource-draining situations, whether these situations occur at home or at work (Hobfoll, 2001; Lin & Bai, 2023). Prior applications of COR theory reveal how employees' exposure to family ostracism leads them to experience strain-based family-to-work conflict and exhibit diminished creative behaviors, as a way to cope with the family-induced challenges they experience (Babalola et al., 2021). In a similar vein, Paul Vincent and colleagues (2022) combine COR theory with the W-HR model to show how suffering from family incivility leaves employees feeling burned out, and they subsequently express little satisfaction with their jobs. The second COR premise, consistent with the first corollary, indicates that employees' access to relevant resources (including personally held ones) attenuates or buffers the formulation of self-protective reactions to resource-depleting family or work situations, by rendering it less probable that the experienced hardships deplete their resource bases (Anand et al., 2021; Hobfoll, 2001). Prior research thus has drawn from COR theory to detail, for example, how employees' self-defensive reactions to resource-draining family incivility are mitigated by their emotion-sharing resources (De Clercq & Pereira, 2022).

The term "resources" is broadly defined by COR theory, capturing "those objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as conduits to the achievement or protection of valued resources" (Hobfoll, 2001, p. 339). But a particularly important resource that people vigorously aim to

shield, according to Hobfoll's pioneering work (1989, 2001), is their self-esteem or sense of self-worth. Prior studies cite COR theory to predict how employees' negative responses to workplace ostracism (Bedi, 2021) and family incivility (Bai et al., 2016) are informed by the threats they experience to their positive self-image due to these treatments. Parallel COR-based research on family ostracism, which is particularly relevant for this study, explicates that "ostracized individuals might question their self-worth and thus deplete their personal resources such as self-esteem and confidence even further," such that "owing to the permeable boundary between the work and family domains..., the perception of resource loss caused by family ostracism can spill over to individuals' work domain" (Ye et al., 2021, p. 649).

In line with the first COR premise, we propose that victims of family ostracism look for ways to deal with their depleted sense of self-worth by focusing on their personal well-being, instead of allocating valuable energy to maintaining strong work engagement and high levels of change-oriented OCB (Hobfoll, 2001). The first relationship of the mediation link that we propose—that is, between family ostracism and lower work engagement—also is consistent with the logic of the W-HR model, which suggests that contextual demands, such as being mistreated by family members, drain employees' personal resources to such an extent that they favor complacent work approaches (Paul Vincent et al., 2023; Sharma & Mishra, 2022). Becoming less engaged with work and then halting discretionary change efforts both are responses that allow victims of family ostracism to prevent further drainage of their self-esteem resources (Bowling et al., 2010; Ye et al., 2021). These sluggish reactions function as coping strategies through which they can safeguard their personal well-being and feel better about themselves (Babalola et al., 2021).

In turn, the second COR premise postulates that self-defensive reactions are less likely when employees possess personal resources that enable them to diminish the perceived *need* to formulate such reactions (Hobfoll & Shirom, 2000). In the context of this study, we postulate that the likelihood that employees who suffer from family ostracism become less engaged with work, and then stay away from change-oriented OCB, is lower if they can draw on their resilience, that is, their capability to recover and learn from difficulties (Conley et al., 2016). These dual proposed buffering roles of resilience—in *both* the translation of family ostracism into lower work engagement and the translation of lower work engagement into a refusal to undertake change-oriented OCB—complement extant research that pinpoints beneficial effects of this personal resource on how employees deal with socio-economic alienation (Ifeagwazi et al., 2015) or loneliness (Mäkinen et al., 2021) in the private sphere, as well as with ostracism (Jiang et al., 2021) or abusive supervision (Al-Hawari et al., 2020) in the work sphere.

Conceptual framework

The conceptual framework is in Figure 1. The extent to which employees exhibit work engagement is a critical mechanism through which their experience of family ostracism can lead to a refusal to devote voluntary efforts to changing the organizational status quo. Resilience plays a buffering role, so the escalation of family ostracism into tarnished change-oriented OCB, through lower work engagement, should be subdued among employees who can easily bounce back from hardships.

[Insert Figure 1 about here]

Family ostracism and work engagement

We predict a negative relationship between employees' experience of family ostracism and their work engagement. According to the W-HR model, resource-draining situations at home

can be so upsetting that they exert adverse effects on employees' work-related preferences and attitudes (ten Brummelhuis & Bakker, 2012). Bai and colleagues (2016) draw from this model to show how employees' exposure to family incivility may undermine their self-esteem resources to such an extent that they turn to counterproductive work behavior. As mentioned, prior applications of COR theory similarly indicate that employees who are ostracized by family members suffer threats to their sense of self-worth, to which they respond by adopting complacent approaches toward work, as a means to protect their personal well-being (Ye et al. 2021). According to this logic, disrespectful treatments that employees endure at home undermine the positive image that they have of themselves, so they do not have the stamina to invest valuable individual energy in work matters (Hobfoll et al., 2018). In short, victims of family ostracism likely focus on their difficult personal situation first, as a defensive mechanism, rather than being worried about how their organization may suffer if they exhibit less work-related enthusiasm (Ye et al., 2021).

Hypothesis 1: There is a negative relationship between employees' experience of family ostracism and the extent to which they are engaged with work.

Work engagement and change-oriented OCB

We predict that employees who are less engaged with work are less motivated to undertake voluntary change efforts. Lower levels of work engagement—manifest as reduced vigor, dedication, and absorption in work—tend to generate self-deprecating thoughts in relation to their work functioning, such that employees experience their jobs as less fulfilling (Azeem et al., 2020; Saks, 2016). Consistent with COR theory, by avoiding extra-role change efforts that otherwise could contribute to organizational effectiveness, employees might shield themselves against a further drainage of their sense of self-worth if they find themselves less engaged with work (Chiaburu et al. 2013). In particular, the offense they experience upon realizing that they

operate in a work context for which they feel little enthusiasm, along with the corresponding negative views of their professional functioning (Afrahi et al., 2022; Bowling *et al.*, 2010), can undermine their motivation to help their employer with discretionary change activities (De Clercq et al., 2020). Conversely, and also consistent with COR theory, employees who exhibit *high* work engagement likely are more willing to leverage their positive work energy in constructive work activities, because those leveraging efforts promise to produce additional resource gains (Hobfoll et al., 2018; Kapil & Rastogi, 2020). For example, employees who engage at work and display change-oriented OCB may anticipate approval and appreciation from organizational leaders (Luu, 2019; Marinova et al., 2015). We thus hypothesize:

Hypothesis 2: There is a negative relationship between the extent to which employees exhibit diminished engagement with their work and their change-oriented OCB.

Mediating role of work engagement

If we integrate the preceding logics, we can predict a mediating role of work engagement. That is, we build on the two previous hypotheses to explicate how social exclusion at home may render employees complacent at work *because* they feel less enthusiastic about work (Saks, 2019). The extent to which employees exhibit diminished work engagement serves as a pertinent channel through which family ostracism escalates into a refusal to undertake change-oriented OCB, as a means to protect their sense of self-worth (Ye et al., 2021). Previous studies similarly have drawn from COR theory, in combination with the W-HR model, to show that employees' lower work engagement explains the translation of intimate partner aggression (Deen et al., 2021) or work–family conflict (De Clercq et al., 2020) into a refusal to exert productive work efforts. We complement such evidence by focusing on the mediating role of work engagement in relation to a sense of rejection imposed by family members.

Hypothesis 3: Employees' work engagement mediates the relationship between their experience of family ostracism and their change-oriented OCB.

Moderating role of resilience

We also leverage COR theory to propose a relevant moderator. The difficulties that employees experience in the presence of family ostracism and their lower work engagement should be attenuated if they can draw from valuable personal resources (Hobfoll & Shirom, 2000). In particular, employees' resilience should buffer the conversion of their experience of family ostracism into lower work engagement (Hypothesis 1), as well as the extent to which being less engaged with work converts into lower change-oriented OCB (Hypothesis 2), because it *shields* them from the resource-draining effects of family-induced social exclusion and a subsequent lack of work-related enthusiasm.

To sustain a certain level of engagement with work, even when they experience family ostracism, employees must be able to contain the upsetting effect of this difficult private situation (Ye et al., 2021). The personal resource of resilience—which reflects employees' ability to bounce back and learn from negative situations (Conley et al., 2016)—can be instrumental in this regard, because it allows employees to immunize themselves against the development of self-deprecating thoughts, caused by the experienced hardships (Ifeagwazi et al., 2015). For example, prior research that draws from the W-HR model shows that employees' emotion regulation skills help them avoid a depletion of their self-esteem resources in the presence of family incivility (Bai et al., 2016). De Clercq and colleagues (2022) also leverage COR theory to illustrate how employees' ego resilience mitigates the work-related hardships that they suffer due to rude family treatments. We similarly propose that resilient employees develop less self-damaging thoughts when their significant others do not pay attention to them (Jiang et al., 2021), so it becomes more likely that they maintain some engagement with work. In addition,

resilient employees who are ostracized by family members may experience this negative treatment as an opportunity to learn how to maintain a positive attitude toward work, despite their private difficulties (Linnenlucke, 2017; Wang et al., 2017). Their learning motivation stimulates them to find ways to cope and keep focusing on work, despite a compromised sense of self-worth (Wolfson & Mulqueen, 2016; Ye et al., 2021). Thus, the negative repercussions of family troubles may be subdued when resilient employees anticipate learning advantages, achieved through their efforts to remain focused on work.

Hypothesis 4: The negative relationship between employees' experience of family ostracism and the extent to which they engage with work is moderated by their resilience, such that this relationship is weaker among employees who are more resilient.

The likelihood that lower work engagement translates into diminished change-oriented OCB also should be mitigated if employees can draw from their resilience. Prior research has applied COR theory to show how employees' access to valuable relational resources (e.g., emotion sharing) can help them deal with the disappointment that arises with low levels of work engagement, such that they remain willing to undertake productive voice efforts (De Clercq & Pereira, 2022). Following a similar logic, an ability to recover from difficult situations should enable less engaged employees to counter the offense they experience in this negative work situation (Azeem et al. 2020), so they feel less compulsion to halt their voluntary change efforts as a means to feel better about themselves. If they easily bounce back from setbacks, employees likely feel less upset with being in a work situation for which they exhibit little enthusiasm, so it becomes less likely that they react with complacency (Chiaburu et al., 2013). Similar to family ostracism, an opportunity to learn how to deal with negative work experiences also should appeal to resilient employees, giving them less reason to halt their change-oriented OCB, even if they experience less work engagement (Linnenlucke, 2017). In line with COR theory (Hobfoll, 2001),

undertaking OCB in this scenario may generate resource *gains*, because they use the challenge to enhance their individual growth and development (Li & Xie, 2022). Therefore, the probability that employees who exhibit less work-related enthusiasm also refuse to exhibit change-related voluntarism may be buffered by employee resilience, because resilient employees enjoy personal fulfillment from discretionary work behaviors (Bergeron & Thompson, 2020). We posit:

Hypothesis 5: The negative relationship between the extent to which employees exhibit diminished engagement with their work and their change-oriented OCB is moderated by their resilience, such that this relationship is weaker among employees who are more resilient.

Finally, by combining this set of arguments, we predict a moderated mediation dynamic (Hayes & Rockwood, 2020). Employees' resilience serves as an important personal contingency of the negative indirect relationship between their experience of family ostracism and change-oriented OCB, through their lower levels of work engagement. If employees easily recover from challenging conditions and want to learn from them (Luthans et al., 2007), the extent to which they exhibit diminished enthusiasm toward work becomes a less prominent channel through which social exclusion by family members translates into a stoppage of voluntary change efforts. Conversely, when employees cannot easily bounce back from difficulties, their lower work engagement is more salient for explaining why being ignored at home escalates into work-related indifference. We propose:

Hypothesis 6: The indirect negative relationship between employees' experience of family ostracism and their change-oriented OCB, through their work engagement, is moderated by their resilience, such that this indirect relationship is weaker among employees who are more resilient.

Research method

Sample and data collection

The hypotheses were empirically tested with data collected through a survey, administered among employees who work in a construction retail company in Portugal. The inclusion of one specific sector avoids problems that arise with multi-industry examinations, because we do not need to account for unobserved industry-related factors that may influence employees' motivations to undertake discretionary, change-oriented work activities (Burke, 2018; Hair et al., 2019). In addition, the construction industry in Portugal, including its retail component, is characterized by significant external market competition, so organizations experience continued pressures to encourage change-oriented ideas within their ranks (Murillo et al., 2019; Pacheco et al., 2019). The company that we study also was in the process of testing out some internal changes, in terms of task coordination and execution. Thus, our examination of how adverse conditions, within and outside the workplace, might curtail employees' voluntary efforts to propose productive changes, and the beneficial roles of relevant personal resources, has great practical relevance. Finally, by focusing on one specific organization, we reduce the possible influence of unobserved firm-level factors, such as whether an organization's decision-making structures facilitate or inhibit change-oriented work efforts (Chiaburu et al., 2013).

To develop the survey instrument, we followed well-established translation and back-translation practices (Brislin et al., 1973; van Dick et al., 2018): An original English version was translated into Portuguese by a bilingual translator, then back-translated into English by another person fluent in both languages. The quality of the translation was assessed by comparing the two English versions, and any discrepancies were fixed by the two translators in collaboration with the research team. We also pretested a pilot version of the Portuguese survey with five employees who did not participate in the actual data collection; this pilot stage led to further improvements to the readability and quality of the survey. The final survey, in Portuguese, was

administered through an online software platform—for which the university of one of the research team members held a license—among a target sample of 250 employees who were randomly selected from a comprehensive employee list provided by the organization’s senior management (Malhotra, 2010).¹

The target number of 250 respondents reflected our goal to ensure sufficient statistical power, for a conservative anticipated response rate of 40%. In particular, the G*Power software (Faul et al., 2007) indicated that to obtain a high and acceptable power level (type II error) of 95% and alpha (type I error) level of 5% for a statistical model with six predictors (i.e., the most comprehensive statistical model in this study, which includes gender, organizational experience, family ostracism, resilience, work engagement, and work engagement $\times$ resilience, as specified subsequently in Table 4) and an effect size of Cohen’s $f^2 = .25$ (corresponding with a conservative R^2 value of .20), the required sample size must be at least 90. To obtain at least 90 respondents, assuming a response rate of 40%, the initial sample size would need to be at least 225. The target of 250 employees provided an additional buffer.

To safeguard the rights of the research participants, we provided them with a clear statement, assuring them of the confidentiality of their responses, such that their individual responses would not be revealed in any research output, because our research interest was in detecting general patterns across aggregate data. We also explained that the employing organization would have no knowledge about who took part in the study. Finally, we highlighted that they could withdraw from the study at any point they wished; that there were no good or bad answers; and that it was instrumental for the value of the research that they provide truthful responses. These specifications might not eliminate social desirability bias completely, but they

¹ With the “randbetween” function in the Excel software package, we generated random numbers for each employee in the provided list; the 250 employees with the lowest numbers were selected for the study.

greatly diminish its probability (Malhotra, 2010). Among the 250 contacted employees, 167 completed the survey, for a response rate of 67%, which greatly exceeded the aforementioned anticipated response rate of 40%. In the final sample, 85.3% of respondents were men and 14.7% were women, in line with the male-controlled nature of the construction retail industry in Portugal; 61.1% of respondents had worked for the organization for at least five years.

Measures

To measure the four central constructs, we applied previously validated scales, with seven-point Likert anchors that varied between “strongly disagree” (1) and “strongly agree” (7). Table 1 lists each of measurement items, together with their factor loadings, as generated from a confirmatory factor analysis, reported hereafter.

[Insert Table 1 about here]

Family ostracism. We measured the extent to which employees feel socially excluded and ignored by family members with a ten-item scale (Ye et al., 2021). The research participants rated statements such as “My family members ignore me at home” and “My family members at home treat me as if I weren’t there” (Cronbach’s alpha = .957).

Work engagement. We assessed the extent to which employees feel enthusiastic about work with the widely used nine-item Utrecht Work Engagement Scale (Schaufeli et al., 2006). The three components that constitute work engagement (vigor, dedication, and absorption) tend to be strongly correlated, as was the case in our sample: The correlations ranged between .837 and .877 and were strongly significant ($p < .001$). The nine-item scale accordingly offered an accurate assessment of employees’ overall levels of engagement with work. Participants indicated their agreement with items such as “I am enthusiastic about my job” (vigor), “I feel

happy when I am working intensely” (dedication), and “I get carried away when I am working” (absorption) (Cronbach’s $\alpha = .968$).

Change-oriented OCB. The extent to which employees undertake change-oriented work efforts on a voluntarily basis was measured with a four-item scale (Choi, 2007), which is a shortened version of Morrison and Phelps’s (1999) original nine-item scale. All items were preceded by a statement that asked participants to rate the extent to which they undertake various work activities that go beyond their formal job descriptions, such as “I often suggest changes to unproductive rules or policies” and “I often suggest work improvement ideas to others” (Cronbach’s $\alpha = .781$). Our use of self-assessments mirrors previous research efforts pertaining to extra-role work behaviors (Haq et al., 2020; Kao, 2017; López-Domínguez et al., 2013) and the logic that other raters (e.g., colleagues, supervisors) have only a limited view of the total range of change-focused behaviors that employees undertake, especially when employees are careful about whom they “bother” with their disruptive ideas for organizational change (Bettencourt, 2004; Vigoda-Gadot & Beerli, 2012).

Resilience. To measure the extent to which employees easily bounce back and learn from difficult experiences, we adopted a six-item scale (Luthans et al., 2007). Two sample items were “When I have a setback at work, I do not have trouble to recover from it and to move on” and “I can get through difficult times at work because I’ve experienced difficulty before” (Cronbach’s $\alpha = .759$).

Control variables. The statistical analyses accounted for the roles of two demographic characteristics: gender (1 = female; 0 = male) and organizational experience (1 = 5 years or less, 2 = 6–10 years, 3 = 11–15 years, 4 = 16–20 years, 5 = more than 20 years). Female employees tend to be more hesitant to perform discretionary work activities that alter existing company

practices (Choi, 2007), and employees who have worked for their organization for a longer time tend to be more positive about their capacities to improve the organizational status quo with dedicated change efforts (Ng & Feldman, 2013).

Construct validity. A four-factor measurement model, obtained from a confirmatory factor analysis (Table 1), revealed an acceptable fit: $\chi^2(371) = 826.81$, comparative fit index = .91, incremental fit index = .91, Tucker-Lewis index = .89, and root mean square error of approximation = .08. The factor loadings of each measurement item on its corresponding constructs featured strong statistical significance ($p < .001$), in further support of the presence of convergent validity (Hair et al., 2019). Confirming the presence of discriminant validity, the six possible models that contained construct pairs generated significantly worse fit when we constrained their correlation to equal 1 ($\Delta\chi^2_{(1)} > 3.84, p < .05$) than if we allowed their correlation to vary freely (Hair et al., 2019).

Common method bias. We performed two well-established tests to check for common method bias. An exploratory factor analysis, undertaken on a model in which each of the items was set to load on a single factor, revealed that the first extracted factor explained only 31% of the total data variance (Huang et al., 2020; Oh et al., 2018). A comparative confirmatory factor analysis also indicated that the fit of a four-factor model was significantly better than the fit of a single-factor model ($\chi^2(6) = 2,111.89, p < .001$) (Hair et al., 2019). Finally, the probability of common method bias is significantly diminished for theoretical models that entail one or more moderating effects, because research participants are less likely to understand or predict the hypothesized relationships, so they cannot adapt their answers according to their a priori expectations (Simons & Peterson, 2000).

Statistical tests

We tested the research hypotheses with the Process macro, which allows for *concurrent* estimates of direct, mediation, and moderated mediation effects (Hayes et al., 2017). The estimation procedure that underpins this macro relies on bootstrapping, which offers a notable advantage: The estimations are independent of whether (conditional) indirect effects follow a normal distribution (MacKinnon et al., 2004). In a first stage, we ran Process macro Model 4 to calculate the indirect relationship between family ostracism and change-oriented OCB through work engagement, along with the direct paths that constitute the mediation. In a second stage, we applied Process macro Model 58 to calculate the moderating effect of resilience on the relationships between family ostracism and work engagement and between work engagement and change-oriented OCB. As detailed in the Process macro, the conditional indirect effects were evaluated at three distinct levels of the moderator: one standard deviation (SD) below its mean, at its mean, and one SD above its mean (Hayes, 2018).

Results

The bivariate correlations, descriptive statistics, and reliability coefficients of the study variables are in Table 2. The results indicated a negative correlation between family ostracism and work engagement ($r = -.184, p < .05$) and a positive correlation between work engagement and change-oriented OCB ($r = .300, p < .001$), providing preliminary support for the relationships that constitute the proposed mediation link. Table 2 also shows that resilience was positively correlated with work engagement ($r = .288, p < .01$) and change-oriented OCB ($r = .345, p < .01$) but not significantly correlated with family ostracism ($r = -.081, ns$).

[Insert Table 2 about here]

The mediation results obtained from Process macro Model 4, in Table 3, reveal that family ostracism was negatively related to work engagement ($b = -.215, p < .01$, Hypothesis 1),

which was positively related to change-oriented OCB ($b = .231, p < .01$, Hypothesis 2). The positive sign of this second path is consistent with our theoretical framework, which predicts that employees who exhibit lower work engagement levels are less likely to undertake voluntary change efforts. The assessment of mediation indicated an effect size of $-.050$ for the indirect negative relationship between family ostracism and change-oriented OCB through work engagement. The associated confidence interval (CI) did not include 0 $[-.127, -.008]$, providing evidence for the presence of mediation (Hypothesis 3). In contrast, the effect size of the *direct* relationship between family ostracism and change-oriented OCB equaled $.124$, and the CI of this relationship spanned 0 $[-.049; .297]$. This finding indicates full mediation and corroborates the notion that the extent to which employees are less engaged with work is a salient mechanism *through* which family ostracism escalates into diminished voluntary change efforts.

[Insert Table 3 about here]

Table 4 displays the positive, significant effect of the family ostracism $\times$ resilience interaction term for predicting work engagement ($b = .164, p < .05$, Hypothesis 4), together with the negative, significant effect of the work engagement $\times$ resilience interaction term for predicting change-oriented OCB ($b = -.188, p < .05$, Hypothesis 5). As the Process macro results reveal, the negative relationship between family ostracism and work engagement was weaker at increasing levels of resilience ($-.389$ at $-1SD$, $-.247$ at the mean, $-.105$ at $+1SD$). We also uncovered lower effect sizes for the positive relationship between work engagement and change-oriented OCB at increasing levels of resilience ($.391$ at $-1SD$, $.228$ at the mean, $.065$ at $+1SD$).

[Insert Table 4 about here].

The signs of the two product terms are consistent with the proposed mitigating effects of resilience on the two paths that constitute the mediation link, as depicted in Figures 2 and 3. That

is, the slopes are weaker at higher levels of resilience. In Figure 2, the conversion of family ostracism into lower work engagement is mitigated at higher levels of resilience, in line with Hypothesis 4. To ensure the interaction graph in Figure 3 reflects our theoretical logic, it details the effect of *decreasing* levels of work engagement on change-oriented OCB. The negative slopes of the two lines indicate that lower levels of work engagement correspond with lower levels of change-oriented OCB. In line with our conceptual framework, the negative slope is less prominent at higher levels of resilience, in support of its buffering effect and Hypothesis 5.

[Insert Figures 2–3 about here]

For the formal evaluation of the proposed moderated mediation effect, we estimated the strength of the conditional indirect relationship between family ostracism and change-oriented OCB through work engagement at different levels of resilience. As Table 3 reveals, the indirect relationship was weaker at more elevated levels of resilience, ranging from $-.152$ ($-1SD$) to $-.056$ (mean) to $-.007$ ($+1SD$). The CIs did not span 0 at the two lowest levels of resilience ($[-.308; -.030]$ and $[-.130; -.008]$, respectively), but the CI included 0 at its highest level ($[-.046; .023]$). That is, resilience subdued the negative indirect relationship between family ostracism and change-oriented OCB, through their exhibition of lower work engagement, in line with Hypothesis 6 and our conceptual model.

Discussion

This study adds to HR management scholarship by detailing how the experience of family ostracism may prevent employees' voluntary change efforts at work, as well as outlining several unexplored factors that determine this process. Previous research has established that employees' willingness to devote themselves to proposing productive, voluntary changes to the organizational status quo decreases when they confront unfavorable work situations (De Clercq,

2022; Wang et al., 2021b); we add the insight that this form of work complacency can have its roots in the family sphere too. To achieve a more in-depth understanding of this harmful dynamic, we investigate the influences of both work engagement and resilience. That is, we leverage COR theory (Hobfoll & Shirom, 2000), together with the W-HR model (ten Brummelhuis & Bakker, 2012), to predict that (1) the likelihood that employees avoid change-oriented OCB, in reaction to hardships due to family ostracism, can be explained by the lower engagement that they exhibit toward work, and (2) their resilience can mitigate this translation. The results provide empirical support for our theoretical conjectures.

A first theoretical implication for HR management research therefore comes from explicating how employees' personal suffering from social exclusion decreases their propensity to pursue productive change activities, due to their lack of enthusiasm about work (Luu, 2019; Saks, 2019). In line with COR theory and the W-HR model, employees respond to resource-depleting family ostracism with diminished work engagement, and then behavioral passivity, as means to protect their personal well-being and avoid a further depletion of their sense of self-worth (Hobfoll et al., 2018; Ye et al., 2021). This result is notable from a conceptual perspective, considering the alternative argument that employees should be better positioned to avoid negative spillovers of family adversity into the workplace when they exhibit positive attitudes toward and feel engaged with work (Aad et al., 2021). But as we show, a decreased propensity to feel excited about work, in *response* to family ostracism, renders employees less likely to add to their employer's success with voluntary efforts to enhance existing organizational practices (Chiaburu et al., 2013).

These results complement burgeoning research on the adverse consequences of employees' exposure to family ostracism or incivility for their work functioning. As revealed in

previous studies, family ostracism can escalate into diminished proactive customer service performance through emotional exhaustion (Ye et al., 2021) or reduced creativity through family-to-work conflict and tarnished creative process engagement (Babalola et al., 2021). Similarly, family incivility translates into counterproductive work behavior through depleted self-esteem (Bai et al., 2016), into workplace bullying through diminished psychological safety (Paul Vincent et al., 2023), into instigated incivility through family emotional exhaustion (Sharma & Mishra, 2022), into interpersonal work deviance through increasing family-to-work conflict and decreasing family-to-work enrichment (Lin & Bai, 2023), into submissive behavior through work alienation beliefs (De Clercq et al., 2022), and into job dissatisfaction through experienced burnout (Paul Vincent et al. 2022). The exhibition of lower work engagement, as identified herein, represents an additional relevant explanatory mechanism for the negative effects of family-induced adversity, as well as extends prior research that depicts how diminished engagement can underpin the escalation of negative work-to-family spillovers, instead of family-to-work spillovers, into job-related complacency (De Clercq et al., 2020).

Our focus on change-oriented OCB as a specific outcome also has great relevance, in that it reveals for HR management researchers the danger of a counterproductive dynamic, in which employees may be complicit but not aware. The adverse circumstance of being ostracized at home escalates into a refusal to undertake extra-role efforts that otherwise could mitigate or address the negative feelings that employees develop toward work as result of their family hardships. Their reluctance to undertake discretionary change-invoking efforts could make employees look relatively worse to organizational leaders (Carter et al., 2014), so victims of family ostracism might not be able to ask for help dealing with their work-related struggles

caused by family. They ultimately may become entangled in a negative loop that exacerbates their painful situation.

Yet another pertinent theoretical takeaway for HR management scholarship is that this detrimental process can be *contained* if employees have a greater capability to bounce back from challenges (Conley et al., 2016). In line with the logic of COR theory (Halbesleben et al., 2014), employees who easily recover from setbacks, and are motivated to learn from these experiences, are better positioned (1) to avoid self-deprecating thoughts about family ostracism and thus to maintain a certain level of engagement with work, and (2) even if they cannot avoid some diminished work engagement, to continue undertaking some change-oriented OCB. In so doing, we add to prior evidence that a need for affiliation (Babalola et al., 2021) or family centrality (Ye et al., 2021) can *intensify* negative responses to family ostracism. In addition, the findings complement research on the buffering roles of employees' emotion regulation skills (Bai et al., 2016), psychological capital (Paul Vincent et al., 2022), or mindfulness (Sharma & Mishra, 2022) in helping them deal with family incivility. As we show, people's ability to recuperate from difficult situations mitigates the detrimental effect of a lack of work engagement in translating family ostracism into tarnished change-oriented voluntarism, and it thus reduces the risk that employees aggravate instead of improve their work situation.

Limitations and further research

This study has some shortcomings, which point to the value of additional research. First, the likelihood of reverse causality cannot be completely excluded, even if the conceptual arguments that substantiate the tested relationships are firmly grounded in the COR framework—according to which resource-draining family situations, such as ostracism, fuel employees' desire to safeguard their personal energy resources (Hobfoll, 2001; Ye et al., 2021). But successful

voluntary change efforts might instill positive energy in employees, which then may manifest in enhanced levels of work engagement and positive beliefs about their family situation. Continued research could adopt longitudinal designs that measure *each* construct in the proposed mediation at different times, then estimate cross-lagged effects and explicitly establish causality (Hair et al., 2019). We also leveraged the well-established COR logic, which identifies the important role of perceived threats to self-esteem resources and the strong corresponding desire to avoid additional drainage of these resources, to predict work-related sentiments and actions in response to adverse treatments (Bedi, 2021). Extant research has theorized a direct link between family ostracism and diminished self-esteem (Ye et al., 2021) and provided empirical evidence of such a link in relation to family incivility (Bai et al., 2016). But continued research could formally assess the changing levels of employees' self-esteem resources in the proposed family ostracism–work engagement–change-oriented OCB sequence.

Second, additional research might compare the incremental mediating role of diminished work engagement with those of alternative negative work attitudes or beliefs, such as the extent to which employees feel more or less emotionally attached to their employer (Kalay et al., 2020) or dissociate their personal identity from the organization's (Lai et al., 2013). Similarly, other personal resources, beyond resilience, could play buffering roles; we note the likely effects of employees' creative self-efficacy (Alo et al., 2022) or career optimism (Lin et al., 2022), for example. Relevant *contextual* features may mitigate the examined mediated connection too, including employees' trust in management (Jiang & Probst, 2019) or a supportive work–family culture (Agarwala et al., 2020). It would be helpful to assess the incremental roles of each of these possible buffers, then establish how they compare with the focal moderator in this study.

Third, we examined one particular organization, which operates in the construction retail sector in Portugal. This focus was purposeful, in our effort to avoid the effects of unobserved, firm-level determinants of employees' disruptive work efforts (including change-oriented OCB), as can arise in multi-organization investigations (Chiaburu et al., 2022). In addition, and as mentioned in the Sample and data collection section, the organization we study was implementing internal changes, so we could conduct a *conservative* test of the proposed mediation link. If family ostracism diminishes voluntary change efforts, despite the general organizational encouragement to adopt such efforts, then the role of adverse family treatments for determining employees' work functioning seems particularly potent. Nonetheless, multi-organizational studies might reveal how certain structural or cultural elements of an organization's internal functioning affect the escalation of family ostracism into diminished change-oriented OCB. In a related vein, the powerful market rivalry in the Portuguese construction industry (Pacheco et al., 2019) likely compels the studied employees to try to enhance their organization's competitive position, which also implies a conservative test of the proposed negative mediated link between family ostracism and change-oriented OCB. Our theoretical arguments are not industry-specific, so the nature or signs of the hypothesized relationships should be robust across industries, but their *strength* might vary. Samples that include organizations from different industries could explicitly examine how external market pressures influence the extent to which employees use family-induced hardships as justifications for halting their discretionary change efforts at work.

Fourth, the study's country context is Portugal. Similar to the case of the industry, the theoretical arguments that underpin the research hypotheses are culturally neutral, so the signs of the proposed links should be consistent, but their strength might differ. It would be valuable to

undertake cross-country investigations that establish formally how certain cultural features determine the strength of the theorized connections. For example, in countries that score high on uncertainty avoidance, such as Portugal (Hofstede et al., 2010), the hardships of difficult family relationships may be especially upsetting to employees, so the likelihood that their personal suffering spills over into the workplace increases. With regard to collectivism, another dimension on which Portugal scores high (Hofstede et al., 2010), the influence may be more ambiguous: Being ignored by family members contrasts with the goal of close relationships with in-groups and thus may evoke strong negative reactions, but a collectivistic culture also may stimulate employees to persist in their voluntary change efforts to help their employer, regardless of the personal hardships they experience. Studies that include multiple countries could explicitly investigate which of these two mechanisms is most prominent. Another path for research would be to investigate the roles of parallel *individual* features, such as employees' own risk or collectivistic orientations (Liu et al., 2021; Vandenberghe et al., 2011).

Practical implications

For HR managers, this study highlights the need to be aware of an important source of personal hardship for employees: insufficient attention from family members. Such concerns may appear remote, with no direct bearing on the company, but as we show, family ostracism can damage both employees and their employer, to the extent that it prevents employees from undertaking extra-role work efforts that otherwise could improve the organizational status quo. Employees dealing with hurtful social exclusion at home may consider it justifiable to focus their residual energy on their personal well-being. But as an additional difficulty, victims of family ostracism may be hesitant to speak up about it, out of shame or in the belief that such issues belong to the private sphere (Poulsen & Carmon, 2015). If HR managers want to stimulate

voluntary change efforts among their employees, they should nurture an internal culture that encourages employees to feel comfortable expressing personal concerns and describing how their experiences with rejection spill over into their daily work. Dedicated HR representatives should be trained to help victims of family ostracism share their experiences, in full confidence (Tolentino et al., 2017).

But in some cases, despite supportive efforts by the firm, family adversity may be so intense that it continues to affect employees' work functioning. In this case, employees and HR managers must achieve a shared understanding of the harm that can result if the employees allow family ostracism to escalate into diminished work engagement and change-oriented voluntarism. To halt this dysfunctional dynamic, employees and the employer should collaborate in looking for ways to leverage pertinent personal resources, such as employees' resilience (Linnenlueke, 2017). Firms should seek to hire and retain employees with greater capacities to recover from difficulties, as well as boost their capacities with targeted training programs, whether face-to-face or online (Luthans et al., 2008), that emphasize the benefits of learning from adversity and finding opportunities to alter and improve the status quo. If HR managers can help all employees, but especially victims of family ostracism, build resilience, employees are more likely to remain engaged in their daily work and ready to undertake discretionary work efforts that can add to their personal success and improve their organization's operations.

Conclusion

We detail relevant roles of employees' work engagement and resilience in translating exposure to family ostracism into diminished change-oriented OCB. Depleted positive work energy resources in the form of less engagement with work represent a key conduit through which beliefs that family members ignore them make employees hesitant to adopt extra-role

change efforts to add to organizational effectiveness. We illuminate how this counterproductive process can be subdued, to the extent that employees are equipped with resilience. These insights could serve as catalysts of further considerations of how to contain the damage that negative family relationships exert by triggering employees to exhibit work-related passivity, in the presence of energy-generating personal resources that enable employees to overcome the difficulties.

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Figure 1: Conceptual model

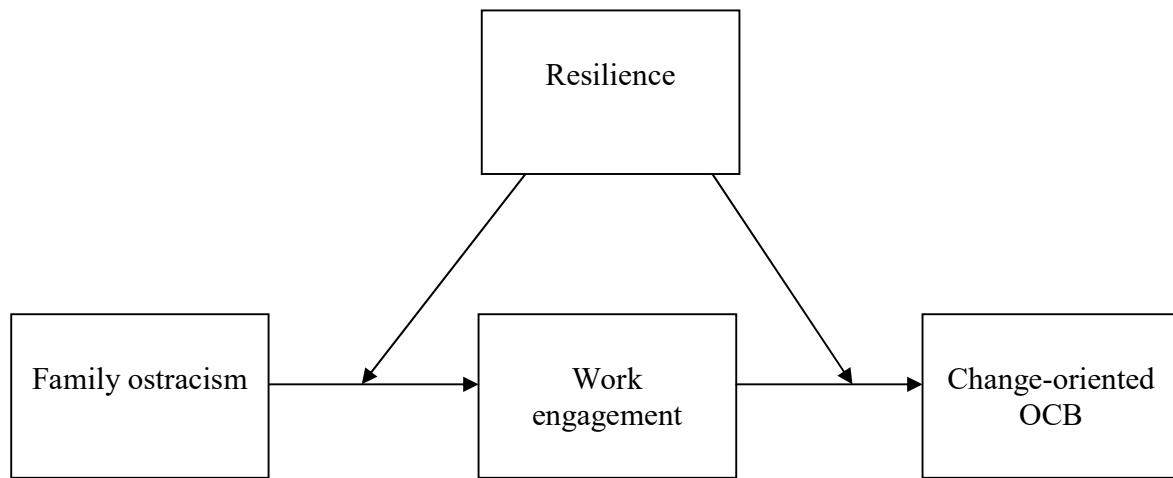


Figure 2: Moderating effect of resilience on the relationship between *increasing* family ostracism and work engagement

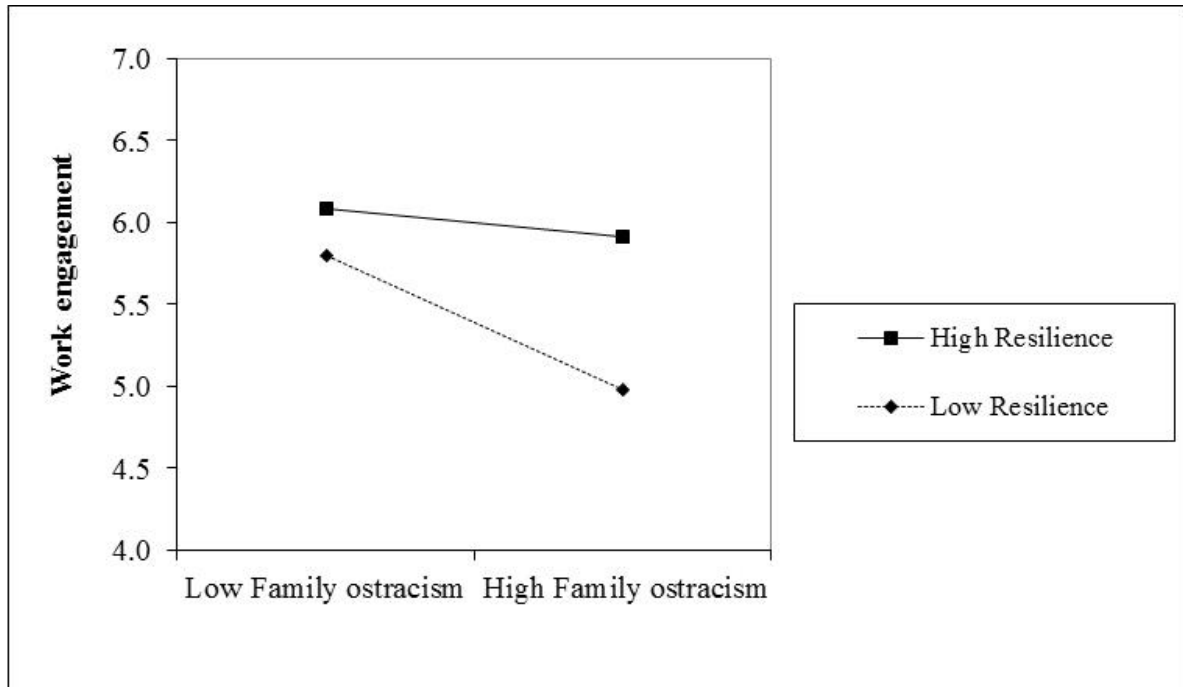


Figure 3: Moderating effect of resilience on the relationship between *decreasing* work engagement and change-oriented OCB

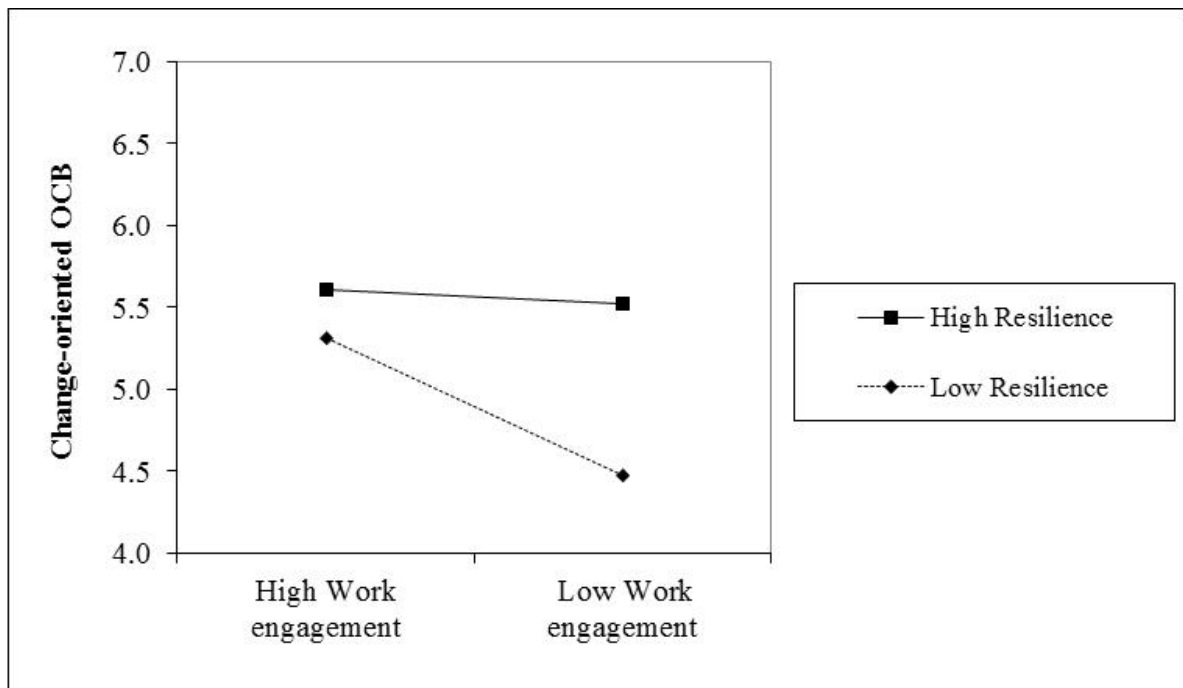


Table 1: Constructs and measurement items

	Factor Loading	t-Value
Family ostracism		
My family members ignore me at home.	.941	20.354***
My family members at home treat me as if I weren't there.	.939	20.222***
My family members leave the area when I enter	.985	23.583***
My greetings go unanswered at home.	.687	10.779***
I involuntarily sit alone at home.	.530	7.532***
My family members avoid me at home.	.928	19.570***
I notice my family members would not look at me at home.	.888	17.441***
My family members at home shut me out of the conversation.	.951	21.045***
My family members refuse to talk to me at home.	.933	19.851***
My family members at home do not invite me or ask me if I want anything when they go out.	.892 ^a	--
Work engagement		
I am enthusiastic about my job.	.948	18.677***
At my work, I feel bursting with energy.	.911	16.988***
At my job, I feel strong and vigorous.	.932	17.922***
I feel happy when I am working intensely.	.806	13.411***
My job inspires me.	.912	17.084***
When I get up in the morning, I feel like going to work.	.845	14.596***
I get carried away when I am working.	.866 ^a	--
I am proud of the work that I do.	.863	15.195***
I am immersed in my work.	.844	14.559***
Change-oriented OCB		
I often suggest changes to unproductive rules or policies.	.676	7.966***
I often suggest work improvement ideas to others.	.754	8.711***
I frequently come up with new ideas or new work methods to perform my task.	.805 ^a	--
I frequently come up with new ideas or new work methods to perform my task.	.805	6.115***
Resilience		
When I have a setback at work, I do not have trouble to recover from it and to move on.	.643 ^a	--
I can get through difficult times at work because I've experienced difficulty before.	.686	6.909***
I usually manage difficulties one way or another at work.	.634	6.518***
I can be "on my own," so to speak, at work if I have to.	.354	3.909***
I usually take stressful things at work in stride.	.577	6.034***
I feel I can handle many things at a time at this job.	.753	7.340***

^a Initial loading was fixed to 1 to set the scale of the construct.

Notes: *** $p < .001$.

Table 2. Correlation table and descriptive statistics

	1	2	3	4	5	6
1. Family ostracism	(.957)					
2. Work engagement	-.184*	(.968)				
3. Change-oriented OCB	.044	.300**	(.781)			
4. Resilience	-.081	.288**	.345**	(.759)		
5. Gender	-.083	-.287**	-.118	.046	--	
6. Organizational experience	-.011	-.059	.099	-.030	.038	--
Mean	2.301	5.888	4.897	5.311	.147	2.374
Standard deviation	.902	1.035	1.070	.867	.355	1.384
Minimum	1.000	1.778	1.000	2.667	.000	1.000
Maximum	7.000	7.000	7.000	7.000	1.000	5.000

Notes: n = 163. The reliability coefficients (Cronbach's alpha values) are in parentheses on the diagonal.

* $p < .05$; ** $p < .01$.

Table 3. Mediation results (Process macro Model 4)

	Work engagement	Change-oriented OCB		
Gender (1 = female)	-.915***	-.192		
Organizational experience	-.030	.097		
Family ostracism	-.215**	.124		
Resilience	.341***	.365***		
Work engagement		.231**		
R ²	.210	.194		
<i>Indirect relationship between family ostracism and change-oriented OCB</i>				
	Effect size	Bootstrap SE	LLCI	ULCI
	-.050	.031	-.127	-.008
<i>Direct relationship between family ostracism and change-oriented OCB</i>				
	Effect size	Bootstrap SE	LLCI	ULCI
	.124	.087	-.049	.297

Notes: n = 163. SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

** $p < .01$; *** $p < .001$.

Table 4. Moderated mediation results (Process macro Model 58)

	Work engagement	Change-oriented OCB		
Gender (1 = female)	-.927***	-.215		
Organizational experience	-.020	.105		
Family ostracism	-.247**	.159		
Resilience	.306***	.335***		
Family ostracism × resilience	.164*			
Work engagement		.228**		
Work engagement × resilience		-.188*		
R ²	.232	.219		
Conditional <i>direct</i> relationship between family ostracism and work engagement				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	-.389	.115	-.615	-.163
Mean	-.247	.082	-.409	-.085
+1SD	-.105	.096	-.294	.084
Conditional <i>direct</i> relationship between work engagement and change-oriented OCB				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.391	.109	.175	.606
Mean	.228	.082	.065	.390
+1SD	.065	.111	-.155	.284
Conditional <i>indirect</i> relationship between family ostracism and change-oriented OCB				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	-.152	.071	-.308	-.030
Mean	-.056	.032	-.130	-.008
+1SD	-.007	.017	-.046	.023

Notes: n = 163. SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

* $p < .05$; ** $p < .01$; *** $p < .001$.