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The Unacknowledged Struggle, Investigating Procrastination as a Response to Workplace Microaggressions and Ostracism: Examining Organizational Identification as a Mediator

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Abstract

This article observes how psychological well-being mediates the connotation among workplace microaggressions, ostracism, and employee procrastination in educational settings. Examination of data from 405 employees showed that ostracism and microaggressions have a negative correlation with organizational identity and a strong and positive correlation with procrastination. Additionally, it was discovered that the association between procrastination, microaggressions, and workplace exclusion was mediated by organizational identity. The results highlight the significance of helping workers develop a strong sense of identity and belonging to reduce unproductive work practices. Ostracism and microaggressions significantly affected procrastination, but psychological well-being had minor indirect effects. These results imply that to decrease procrastination, direct intervention on workplace harassment is required. The study has implications for improving organizational interventions and stress-coping models in educational settings.

Keywords: Psychological, Organizational Identification, Procrastination, Microaggressions, Ostracism.



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Introduction

Over time, the field has expanded to include various topics, including workplace mistreatment such as microaggressions and ostracism. These issues are widespread, especially in today's varied workplaces. The role of organizational identity as a mediator between workplace pressures and employee consequences has been emphasized by Martínez-Romero et al. Over the years, societal norms and power structures have shaped the prevalence and impact of microaggressions within organizations. Despite the rising body of literature on microaggressions and workplace ostracism, significant gaps continue, mainly in the field of business organizations. Though considerable research exists within psychological and sociological settings, their influence on organizational behavior, specifically in educational backgrounds, has been unexplored. In particular, this study looks into how procrastination among university employees in Lahore, Pakistan, is affected by microaggressions and exclusion. This study intends to close a significant knowledge gap about how these subtle workplace behaviors impact employee performance in an academic setting by concentrating on educational institutions, especially in areas where these topics are not well studied.

Future studies and organizational interventions must take a comprehensive approach that combats ostracism and microaggressions, ensuring that every employee feels valued, acknowledged, and empowered to provide their best work.

Organizational identification reproduces an employee's sense of belonging and alignment with their workplace, and its erosion can lead to disengagement and procrastination.

This research addresses this gap by investigating the associations among workplace microaggressions, ostracism, and procrastination, with organizational identification as a mediating factor. Although research on microaggressions has grown significantly in recent years, this expansion has been inconsistent. This variability does not merely reflect shifting academic interest; it highlights deeper challenges in understanding and addressing workplace microaggressions comprehensively. While extensive studies have examined the psychological impact of microaggressions, limited research has explored their behavioral consequences, such as procrastination. Academic models often observe these stressors in loneliness without discovering their combined effects on key organizational consequences, particularly in educational settings. Analysis shows that only one journal, "Gender, Work & Organization," specifically addresses microaggressions within the business management domain. This indicates a significant research gap in management and organizational psychology literature, necessitating more focused studies on how microaggressions affect workplace dynamics, employee performance, and organizational culture in business settings. Most studies on workplace microaggressions have been conducted in the US and Europe, with a significant lack of research in Eastern countries. This geographical limitation suggests a critical need for research that explores the prevalence, nature, and impact of microaggressions in Eastern cultural contexts.

Objectives:

1. To investigate the direct connections between procrastination, ostracism, and microaggressions among staff members in educational environments.
2. To examine how organizational identification functions as a mediator in these connections.

Hypothesis:

H1: Procrastination is positively correlated with microaggressions.

H2: Procrastination has a favorable correlation with racism.

H3: The association between procrastination and microaggressions is mediated by organizational identity.

H4: The association between procrastination and ostracism is mediated by organizational identity.

Organizational identification refers to an employee's sense of fitting and alignment with their organization's values. When employees face microaggressions or ostracism, their organizational identification often declines, after disconnection or procrastination⁸. Employees with low organizational identification are more likely to exhibit procrastination propensities. In the previous five years, examine has shown how significant organizational identification is in deploying employee attitudes, arrangements, and results, mainly when it comes to workplace undercurrents like ostracism and microaggression. In the juncture of workplace harassment, such as microaggressions and ostracism, employees with high levels of organizational identification were found to be less likely to feel psychological suffering.

According to a study by Shoss et al. these penalties imply that organizational identification may act as a distrustful barrier against the negative consequences of interpersonal abuse by giving staff memberships a feeling of social subsidy and inclusion inside the business. Furthermore, studies have exposed how organizational identity changes work gratification, employee engagement, and organizational citizenship behaviors (OCBs). Strong organizational identification is connected with better job satisfaction, increased engagement, and a willingness to go above and beyond the call of duty to develop organizational purposes at the workplace.

However, there are times when there is a multifaceted relationship between organizational identity and employee penalties, one that may be wedged by contextual and individual conditions exposed, for example, that employees' insights of organizational support and justice pretentious the strength of the implication among organizational identity and work satisfaction. In a similar vein, emphasized how crucial it is to take into explanation how well employees' personal and organizational standards align to forecast organizational identification and its implications.

Within the context of my investigation on employees' coping mechanisms and behavioral responses resulting from microaggressions and ostracism at work, organizational identity could be an important factor. Workers who have a strong sense of fitting into their company may be less willing to procrastinate as a harmful coping strategy and stronger when faced with mistreatment. Also, the connotation of workplace harassment, organizational identification, and procrastination may be further shaped by the interaction between organizational identification and educational accomplishment or employment tenure as a moderator.

Moreover, racism can erode a worker's sense of identification and belonging within their company. Charitable to research by Smith and Jex, those who are knowledgeable about workplace exclusion had inferior organizational identification, which is a symbol of a weaker attachment to their company and its standards. Between ostracized workers, this absence of organizational affiliation may intensify moods of alienation and disconnection. The degree to which people describe themselves about their association with a certain organization and engross its principles, objectives, and facade is known as organizational identification.

Methods and Search Terms

This study follows Saunders et al.'s: The Onion Model organizes study design from data analysis to philosophy.

Using a positivist approach to evaluate hypotheses, the study discovered causal links between procrastination, ostracism, workplace microaggressions, and organizational identity. Statistical analysis and objective dimensions are supported by positivism. Since this study is founded on popular theories, such as the Conservation of Resources (COR) hypothesis and the Social Identity hypothesis a logical approach is taken to explain how ostracism and microaggressions impact procrastination. Statistical techniques are used to formulate and evaluate hypotheses. Because it enables the collection of primary data from staff members at educational institutions, a survey approach is used. This method works well for research that examines behavioral outcomes based on respondents' views.

This study employs a quantitative research design, gathering numerical data using structured questionnaires. Testing hypotheses and statistically validating the correlations between variables is made possible by quantitative analysis. Since data is gathered all at once, a cross-sectional design is presented. This method works well for determining how workplace variables affect procrastination without requiring long-term monitoring.

Sample Method & Sample Size: 405 employees of Pakistani educational institutions were surveyed using a convenience sample technique. **Data Gathering Instrument:** It uses a structured questionnaire that has been adapted from verified assessments. Normality testing, descriptive statistics, and data cleansing are all done with PSS. AMOS is utilized for hypothesis testing, model fit indices, structural equation modeling (SEM), and confirmatory factor analysis (CFA). In Amos, bootstrapping is used to investigate the mediation and moderation effects.

Results

The examination of the gathered data to verify the study's hypothesis. Data cleaning, normalcy evaluation, confirmatory factor analysis (CFA), validity and reliability tests, regression analysis, correlation analysis, mediation analysis, and AMOS moderation analysis are all included in the analysis.

As explained in the methodology, the respondents completed the questionnaire to provide the data results. Four hundred and five university personnel provided the data. The researcher used regression and correlation analysis to examine the link between the variables, and before this study, the sample's demographics were examined.

Table 1: *Demographic characteristics of participants(N=405).*

	n	%
Gender		
Masculine	218	53.8
Feminine	187	46.2
Educational Level		
14 years	23	5.7
16 years	123	30.4
18 years	222	54.8
PhD	37	9.1
Marital Status		
Single	243	60
Married	162	40
Age in years		
Below 25	14	3.2
26-35	105	26.2
36-45	127	31.6
46-55	125	30.6
56-65	34	8.4
Tenure		
1 year	41	10
2 years	167	40.5
3 years	124	32
more than 4 years	73	18

Note: f=frequency, %= Percentage

Given that 405 employees participated in the study, the demographic indicators are listed in the table. The demographic analysis of the replies, including the method and location of sample collection, is shown in Table 1.

Model Fit Indicators and Confirmatory Factor Analysis

Using the AMOS visual program (Analysis of Moment Structure) version.0, the CFA analysis was examined using Confirmatory Factor Analysis and model Fit Indices. The present analysis's model fit is displayed in Diagram 1 and Tables 2a and b.

Figure 1

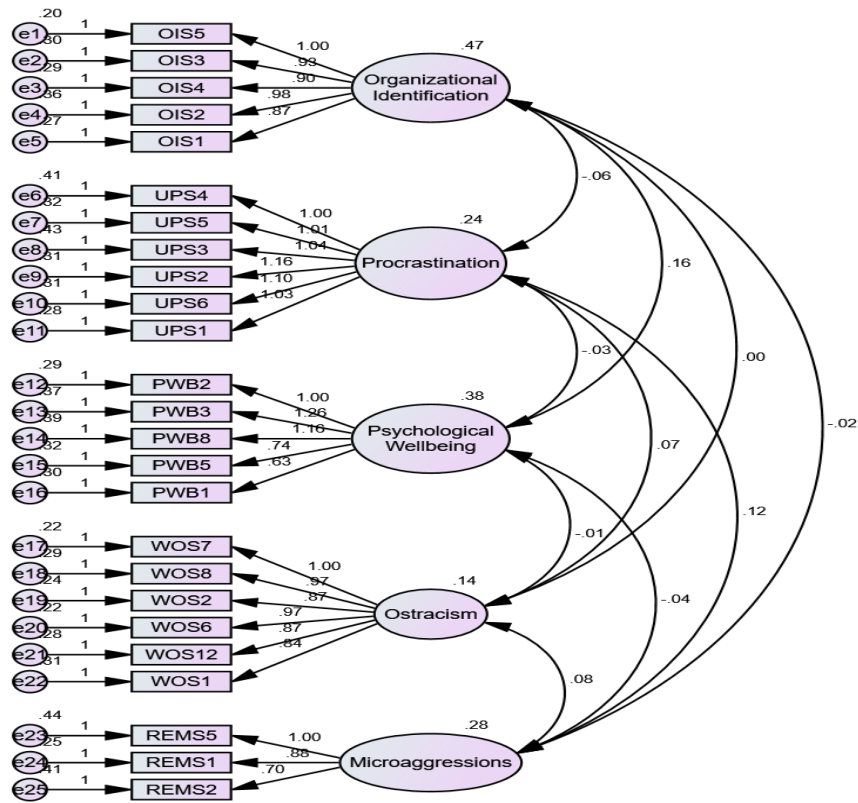


Table 2: (a) Model Fit Indices for Confirmatory Factor Analysis (CFA)

Model Fit Measures	Estimate	Threshold	Interpretation
CMIN (χ^2 Value)	554	--	--
DF (Degrees of Freedom)	264	--	--
CMIN/DF (Chi-Square/DF)	2.0	Among 1 and 3	Outstanding
CFI (Comparative Fit Index)	0.91	>0.95	Acceptable
SRMR (Consistent Root Mean Square Residual)	0.05	<0.08	Excellent
RMSEA (Root Mean Square Error of Approximation)	0.0	<0.06	Exceptional
PClose (Chance of Close Fit)	0.3	>0.05	Excellent

Based on several fit indices, the CFA model shows an acceptable to exceptional fit:

- A well-fitting model is indicated by the CMIN/DF (2.088), which is within the permissible range of 1–3.
- The CFI (0.913), which is within an acceptable range but just below the optimal threshold (0.95), indicates a decent comparative fit of the model.
- Excellent fit and little residual error are shown by the SRMR (0.055), which is much below the 0.08 cutoff.
- An excellent model fit is confirmed by the RMSEA (0.052) being less than 0.06.

- PCclose (0.296) is higher than 0.05, confirming the model's good fit. According to an ideal model, fit should meet CFI > 0.95, SRMR < 0.08, and RMSEA < 0.06, according to Hu and Bentler (1999). The model is suitable for further investigation, even though the CFI is marginally below 0.95, because other indices support a strong model fit.

1. Degrees of Freedom (df) and Chi-Square (χ^2)

What It Is: The difference between the sample covariance matrix and the model-implied covariance matrix is assessed using the chi-square test. **Ideal Numbers:** Good fit is indicated by a non-significant p-value ($p > .05$). However, depending only on the Chi-square can be deceptive because it frequently becomes significant in big samples. **Ratio of Chi-square/df:** Generally speaking, a ratio less than three is considered appropriate (Kline, 2016).

For instance, "A χ^2/df of 2.088 with 265 degrees of freedom and a Chi-square of 553.442 indicated an acceptable level of fit." (Bollen & Long, 1993)

2. Adjusted GFI (AGFI) and Goodness of Fit Index (GFI)

What They Are:

The GFI calculates the percentage of the data's variance and covariance that the model can account for. GFI is modified by AGFI according to degrees of freedom. **Ideal Numbers:** Good fit is frequently indicated by values $\geq .90$ (Hooper et al., 2008).

For instance, "The model's GFI and AGFI were both above the suggested threshold of .90, indicating a reasonable fit." (Hair et al., 2020)."

3. Standardized RMR (SRMR) and Root Mean Square Residual (RMR)

What They Are: The average residual value between the covariances estimated by the model and those observed is known as the RMR. The standardized version of RMR, known as SRMR, facilitates interpretation on a variety of scales. **Ideal Numbers:** A good match is typically indicated by an RMR < .05 or SRMR < .08 (Hu & Bentler, 1999).

For instance, "The RMR was .030, indicating that the model adequately explains the observed data and the average residuals are relatively small."

4. The CFI, or Comparative Fit Index

What It Is: evaluates the given model against a separate, null model. **Ideal Values:** CFI $\geq .95$ denotes an excellent match, whereas $\geq .90$ is acceptable (Hu & Bentler, 1999). The model fits the data far better than a baseline model with no associations, as demonstrated by the example of a CFI of .913 (Byrne, 2016).

5. The Non-Normed Fit Index (NNFI) or Tucker-Lewis Index (TLI)

What It Is: Model complexity is penalized more severely by this incremental fit index than by the CFI. **Ideal Numbers:** TLI $\geq .95$ indicates an excellent fit, whereas TLI $\geq .90$ indicates an acceptable fit.

For instance: "The model effectively explains the variance in the data in comparison to a null model, as indicated by the TLI of .902."

6. The Normed Fit Index (NFI) and the Incremental Fit Index (IFI)

Like the CFI, IFI compares the suggested model to a baseline (null) model. NFI calculates the percentage improvement in fit between the suggested model and the null model. Ideal Values: An adequate match is indicated by IFI and $NFI \geq .90$ (Hair et al., 2020).

For instance, "The model's IFI (.914) and NFI (.847) indicate that, although the model is better than the null model, the NFI is just below the 90 threshold."

7. The approximation's root mean square error (RMSEA)

What It Is: assesses the model's fit to the population covariance matrix using estimates for the parameters that are unknown but well chosen. Ideal Numbers: According to Browne and Cudeck (1993), an RMSEA of less than .06 is desirable and less than .08 is acceptable. The PCLOSE value determines if the RMSEA is appreciably higher than .05. For instance: "A close fit is indicated by an RMSEA of .052 (90% CI: .046–.058) that is below the .06 guideline" (MacCallum et al., 1996). The model's RMSEA is not appreciably higher than .05, according to the PCLOSE of .296,

8. Indices Adjusted for Parsimony (PGFI, PNFI, PCFI)

What They Are: modifications to fit indices that consider model complexity, such as GFI, NFI, and CFI. Ideal Numbers: More parsimonious (i.e., simpler) models are indicated by higher values; generally, $> .50$ is acceptable (Mulaik et al., 1989).

For instance, "a reasonably parsimonious model that balances fit with complexity is suggested by $PGFI = .736$ and $PCFI = .807$."

9. The Akaike and Bayesian information criteria (AIC and BIC, respectively)

What They Are: When you compare different models, a lower AIC/BIC indicates a better fit. Ideal Numbers: No hard threshold; used to evaluate different models.

For instance, "The specified model fits better than the null model, as evidenced by an AIC of 673.442 that is lower than the independence model's 3677.483."

10. The ECVI, or Expected Cross-Validation Index

What It Is: evaluates the possibility that the model will be replicated in a comparable sample. Ideal Numbers: Better replication potential is indicated by a lower ECVI.

For instance, "This model has a reasonable chance of cross-validating in a similar population, as indicated by its ECVI of 1.667."

11. The Critical N (CN) of Hoelter

What It Is: calculates the minimum number of samples needed for the Chi-square test to be considered non-significant. Ideal Numbers: Your sample size is probably adequate for consistent results if your CN is greater than 200 (Hoelter, 1983).

As an illustration, "Hoelter's CN was 222 ($p = .05$), which is significantly smaller than our actual sample size of 405, confirming the model's sufficiency in this sample."

Table 3: *Psychometric characteristics of the Ryff Scales of Psychological Well-Being's Environmental Mastery subscale, Workplace Ostracism Scale, Organizational Identification Scale, Racial and Ethnic Microaggressions Scale (REMS), and Inadvertent Procrastination Scale.*

Variables	M	SD	Range	Cronbach's α
Microaggressions	1.89	.12	.64	.70
ostracism	.30	.20	.06	.80
Organizational Identification	4.60	.50	2.76	.90
Psychological Well-Being	38.31	4.89	36.00	.85
Procrastination	2.08	.11	.70	.80

Note: Standard deviation (SD), reliability coefficient (α), and mean (M)

According to this table's results, all scales had adequate Cronbach's alpha for reliability analysis, and all variables' mean values fell within a suitable range.

Correlation Analysis

To investigate the connections between the research variables, a Pearson correlation analysis was performed. The theoretical framework was supported by the correlation matrix, which revealed strong positive and negative relationships between the independent, mediating, and dependent variables.

Theory Examining

H1: Procrastination is positively correlated with microaggressions.

H2: Procrastination has a negative correlation with racism.

Table 4: *Study factors' correlation with one another. The Ryff Scales of Psychological Well-Being include the Racial and Ethnic Microaggressions Scale (REMS), Organizational Identification Scale, Workplace Ostracism Scale, Unintentional Procrastination Scale, and Environmental Mastery subscale. (N = 405)*

Variables	M	SD	1	2	3	4	5
1. Microaggressions	1.89	.12	-				
2. Ostracism	.30	.20	-.30**	-			
3. Organizational Identification	4.60	.50	.02	-.01	-		
4. Psychological Well-Being	38.31	4.89	-.04	.15**	.36**	-	
5. Procrastination	2.08	.11	.25**	-.27**	-.10**	-.11*	-

Note: N= Number of participants, M=Mean, SD=Standard Deviation, ** $p < 0.1$

Pearson correlation showed that microaggressions, ostracism, and organizational identification are linked to lower psychological well-being and higher procrastination, with various positive or negative interrelations among them.

Regression Analysis:

Multiple regression analysis was conducted using SPSS to examine the direct relationships.

H1: Microaggressions are positively linked to procrastination.

H2: Ostracism is negatively linked to procrastination.

The findings indicate that both microaggressions and ostracism have a significant impact on employee procrastination:

• Direct Effects (Multiple Regression):

o **H1:** Microaggressions → Procrastination

o **H2:** Ostracism → Procrastination

Table 5: Hierarchical Regression Analysis Predicting Procrastination

Variables	B	95% CI for B		SE B β	R ²	ΔR^2	F for ΔR^2
		LL	UL				
Step 1					.07	.07	31.50***
Constant	3.36	2.90	3.8	.22			
Ostracism	-4.25	-5.73	-2.77	.76	-.27		
Step 2					.06	.03	14.49***
Constant	2.71	2.14	3.26	.28			
Ostracism	-3.27	-4.80	-1.7	.79	-.20		
Microaggression	.186	.09	.28	.05	.19		
Step 3					.125	.02	8.60**
Constant	2.86	2.30	3.40	.28			
Ostracism	-3.27	-4.81	-1.74	.77	-.20		
Microaggression	.19	.09	.28	.05	.19		
Organizational Identification	-.03	-.06	-.01	.01	-.14		

Note. CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit; SE = Standardized error.

*P < .05. **P < .01. *** P < .001.

The three-step regression analysis revealed that ostracism negatively predicts procrastination, meaning those who feel more ostracized tend to procrastinate less. Adding microaggressions in Step 2 showed they positively predict procrastination, while ostracism remained a negative predictor. In Step 3, organizational identification was added and also negatively predicted procrastination. Overall, the final model explained 12.4% of the variance in procrastination, indicating that both negative social experiences (ostracism and microaggressions) and organizational factors influence procrastination behavior.

Mediation Analysis:

Structural Equation Modelling for mediator

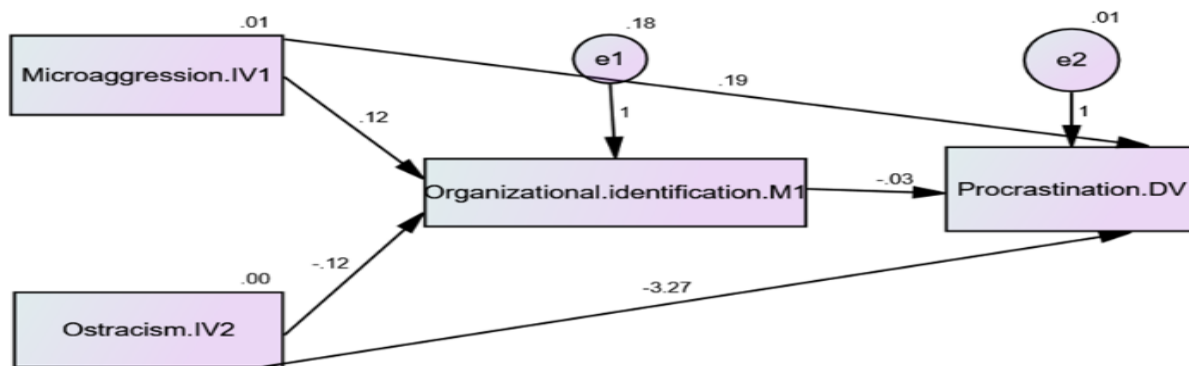
For the hypotheses testing, a path analysis model through structural equation modeling (SEM) technique was used through AMOS graphic software (Analysis of moment structure) version 24.0, employed to examine the path analysis to test hypotheses HX to HX.

Mediation analysis was conducted using bootstrapping with 2000 resamples in Amos.

- H3: Organizational identification mediates the relationship between microaggressions and procrastination
- H5: Organizational identification mediates the relationship between ostracism and procrastination

Mediation Model

Figure 2



The model fit for the current analysis is shown in Table 6.

Table 6: (a) Standardized Regression Weights from AMOS Output

Path	β	SE	C.R.	p	95% CI
Direct Effects					
Organizational Identification ← Microaggression	0.03	0.19	0.62	0.53	[-0.067, 0.132]
Organizational Identification ← Ostracism	-	4.54	-	0.96	[-0.144, 0.140]
	0.00		0.03		
Procrastination ← Microaggression	0.19	0.05	4.17	<0.00	[0.085, 0.301]
Procrastination ← Organizational Identification	-	0.01	-	0.00	[-0.256, -0.028]
	0.13		2.94		
Procrastination ← Ostracism	-	0.96	-	<0.00	[-0.331, -0.079]
	0.21		4.45		
Indirect Effects					
Procrastination ← Microaggression (via Organizational Identification)	-	0.00	-	0.55	[-0.022, 0.010]
	0.00				
Procrastination ← Ostracism (via Organizational Identification)	0.00	0.01	-	0.95	[-0.027, 0.330]

Note. β = standardized regression weight; SE = standard error; C.R. = critical ratio; p = significance level; CI = confidence interval.

Interpretation:

1. Microaggression → Organizational Identification:

The relationship between microaggression and organizational identification was non-significant ($\beta = 0.031$, $p = 0.533$), indicating that microaggressions do not significantly impact organizational identification.

2. Ostracism → Organizational Identification:

The path from ostracism to organizational identification was also non-significant ($\beta = -0.002$, $p = 0.969$), suggesting that ostracism does not influence how employees identify with their organization.

3. Microaggression → Procrastination:

A significant direct effect of microaggressions on procrastination was observed ($\beta = 0.197$, $p < 0.001$), meaning that higher experiences of microaggressions are associated with increased procrastination.

4. Ostracism → Procrastination:

Ostracism significantly predicted procrastination ($\beta = -0.210$, $p < 0.001$), indicating that individuals who experience ostracism tend to procrastinate more.

5. Organizational Identification → Procrastination:

Organizational identification negatively predicted procrastination ($\beta = -0.139$, $p = 0.003$), meaning that employees with a stronger sense of identification with their organization tend to procrastinate less.

6. Indirect Effects:

The indirect effect of microaggressions on procrastination through organizational identification was non-significant ($\beta = -0.004$, $p = 0.550$), meaning organizational identification does not mediate this relationship.

Similarly, the indirect effect of ostracism on procrastination via organizational identification was also non-significant ($\beta = 0.000$, $p = 0.953$), indicating no mediation.

Table 6: (b) Goodness of Fit Indices for the Mediation Model ($N = 405$)

Model	χ^2	df	p	CMIN/df	GFI	AGFI	PGFI
Default Model	45.93	1	.00	45.93	.95	.49	.09
Saturated Model	0.00	0	—	—	1.00	—	—
Independence Model	99.75	6	.00	16.62	.88	.80	.53

Note. χ^2 = Chi-square; df = degrees of freedom; p = probability level; CMIN/df = χ^2 divided by df; GFI = Goodness of Fit Index; AGFI = Adjusted GFI; PGFI = Parsimony-Adjusted GFI. Values indicate that the Default Model provides an acceptable fit compared to the Independence Model.

The goodness of fit indices in Table 6 (b) indicate how well the specified mediation model fits the data compared to both the saturated and independence models. The Default Model yielded a

significant χ^2 value of 45.932 with 1 degree of freedom ($p < .001$), which is common in large samples. However, the χ^2/df ratio is quite high (45.932), suggesting that absolute fit may be less than ideal. Despite this, other indices provide additional context: the GFI of .949 indicates that the model explains 94.9% of the observed covariance among variables, and the AGFI of .490 (which is lower than typical recommendations) suggests that model complexity might be a concern. The PGFI of .095 reflects the parsimony of the model. Comparing these indices to the Independence Model, which had poorer fit values (e.g., higher χ^2/df and lower GFI), supports that the Default Model is a better representation of the data. However, improvements could be considered to optimize the model further.

Table 6: (c) Total Standardized Effects for the Mediation Model

Outcome	Predictor	Standardized Total Effect
Organizational Identification (M1)	Ostracism (IV2)	0.073
	Microaggression (IV1)	0.031
	Organizational Identification (M1)	0.000 (N/A)
Procrastination (DV)	Ostracism (IV2)	-0.210
	Microaggression (IV1)	0.193
	Organizational Identification (M1)	-0.139

Note. Standardized total effects reflect each predictor's combined direct and indirect effects on the outcome variable.

Table 6 (c) presents the standardized total effects, which combine both the direct and indirect effects of each predictor on the outcome variables. For Organizational Identification, Microaggression (IV1) and Ostracism (IV2) have small total effects (0.031 and 0.073, respectively), indicating minimal overall impact on organizational identification from these predictors. In contrast, the total effects on Procrastination (DV) show that Microaggression has a positive effect (0.193) while Organizational Identification has a negative effect (-0.139), and Ostracism has a negative effect (-0.210). These values suggest that higher levels of microaggressions are associated with increased procrastination, whereas higher levels of organizational identification appear to mitigate procrastination. The negative total effect of ostracism indicates that, overall, ostracism contributes to lower procrastination when the effects of other variables are taken into account. These total effects underscore the combined influence of direct and indirect pathways within the mediation model.

Table 6: (d) Standardized Direct Effects for the Mediation Model

Outcome	Predictor	Standardized Direct Effect
Organizational Identification (M1)	Ostracism (IV2)	-0.002
	Microaggression (IV1)	0.031
Procrastination (DV)	Microaggression (IV1)	0.197
	Organizational Identification (M1)	-0.139
	Ostracism (IV2)	-0.210

Note. Standardized direct effects represent the effect of a predictor on the outcome variable when not mediated by other variables.

Table 6 (d) details the direct effects of the predictors on the outcome variables, independent of any mediating influences. The direct effect of Microaggression on Procrastination is positive and significant (0.197), indicating that as microaggressions increase, procrastination tends to increase. In contrast, the direct effect of Organizational Identification on Procrastination is negative (-0.139), suggesting that stronger organizational identification is associated with lower procrastination. Additionally, the direct effect of Ostracism on Procrastination is negative (-0.210), indicating that, when considered without the mediating pathway through Organizational Identification, higher ostracism is associated with lower procrastination. These direct effects provide insight into the immediate impact of each predictor on procrastination, independent of any mediation, and highlight the distinct roles that each variable plays in influencing employee behavior.

Table 6: (e) Standardized Indirect Effects for the Mediation Model

Outcome	Predictor Path	Standardized Indirect Effect
Procrastination (DV)	Microaggression (IV1) → Organizational Identification (M1) → Procrastination (DV)	-0.004
	Ostracism (IV2) → Organizational Identification (M1) → Procrastination (DV)	0.000

Note. The indirect effect from Microaggression through Organizational Identification to Procrastination is negative (indicating that increased microaggressions slightly reduce organizational identification, which in turn increases procrastination). The indirect effect from Ostracism through Organizational Identification is not significant.

Table 6 (e) shows the indirect effects, which represent the portion of the predictor's effect on procrastination that is transmitted through the mediator, Organizational Identification. The indirect effect of Microaggression on Procrastination through Organizational Identification is very small (-0.004), suggesting that while microaggressions may slightly diminish organizational identification, this mediating pathway contributes minimally to procrastination. Similarly, the indirect effect of Ostracism on Procrastination through Organizational Identification is effectively zero (0.000), indicating that Organizational Identification does not significantly mediate the effect of Ostracism on procrastination in this model. The lack of substantial indirect effects implies that the observed relationships between the independent variables and procrastination are primarily driven by their direct effects rather than by the mediating influence of Organizational Identification.

In conclusion the following are the findings:

- Microaggressions and ostracism significantly predict procrastination.
- Organizational identification negatively predicts procrastination.
- However, organizational identification does not mediate the relationship between microaggressions or ostracism and procrastination.

Discussion

1. Summary of the research and Sample Features

This research explored the impact of workplace mistreatment, specifically microaggressions and ostracism, on employee procrastination within educational institutions²⁴. A total of 405 employees participated, representing a diverse sample across variables such as age, gender, marital status, education, and job tenure. Age distribution ranged from below 25 years (3.2%) to 56–65 years (8.4%), with most respondents falling between 36 and 55 years, offering a broad range of life experiences. The gender composition included 53.8% males and 46.2% females, and a majority of participants (60%) were unmarried, aligning with existing demographic trends in academia. Educational backgrounds varied from 14 to 18 years of formal education, and job tenure ranged from one to more than four years, underscoring the sample's demographic and professional diversity.

2. Dimensional Model: CFA, Reliability, and Validity

The measurement model was assessed through Confirmatory Factor Analysis (CFA) using AMOS, while Cronbach's alpha was employed to evaluate the reliability of the constructs. All measurement scales showed strong internal consistency, with Cronbach's alpha values exceeding 0.70. Factor loadings met or surpassed the recommended threshold of 0.50, supporting the scales' construct validity. Composite reliability and Average Variance Extracted (AVE) values confirmed convergent validity. Nonetheless, some model fit indices—such as the AGFI and RMSEA—indicated potential concerns regarding the mediator model, suggesting that the measurement instruments may require further refinement.

CFA results further verified the validity of constructs such as Organizational Identification and other latent variables, all of which demonstrated factor loadings above 0.50. Reliability analysis affirmed internal consistency with Cronbach's alpha values above 0.70. However, certain fit indices, particularly AGFI and RMSEA, pointed to possible issues related to model simplicity and structure. For example, although the Goodness-of-Fit Index (GFI) for the Psychological Wellbeing model was high at 0.949, the RMSEA was elevated at 0.333, indicating the need for model optimization to better reflect the experience of employees in educational environments.

3. Correlation and Regression Examines

Initial Pearson correlation analysis revealed significant associations among microaggressions, ostracism, organizational identification, psychological well-being, and procrastination, lending preliminary support to the proposed framework. Hierarchical multiple regression further confirmed that both microaggressions ($\beta = 0.194$, $p < .001$) and ostracism ($\beta = -0.197$, $p < .001$) significantly predict procrastination, corroborating previous research on workplace stress and behavioral responses. These outcomes align with established findings that negative interpersonal interactions at work are linked to maladaptive behaviors such as procrastination. Interestingly, the negative beta value for ostracism suggests a more nuanced or context-dependent relationship, possibly shaped by cultural or organizational norms within educational settings. These regression results highlight the significant direct influence of mistreatment on procrastination and lay the groundwork for exploring mediation and moderation effects.

4. Mediation Analysis

Organizational Identification as a Mediator

The mediation analysis for the first mediator, Organizational Identification, revealed that microaggressions significantly erode employees' sense of organizational belonging, which in turn is associated with increased procrastination. The direct effect of microaggressions on procrastination was significant (standardized estimate ≈ 0.194), and the mediation analysis indicated that part of this effect is transmitted via reduced organizational identification. The standardized indirect effect, although modest, supports the theoretical notion that when employees perceive microaggressions, their diminished identification with the organization partially explains the increase in procrastinatory behavior. However, the overall squared multiple correlation for Organizational Identification was very low ($R^2 \approx 0.001$), indicating that additional variables might be needed to fully explain variance in this mediator.

Overall Discussion and Implications

The mediation model incorporating Organizational Identification exposes that while Ostracism significantly predicts the mediator, its indirect consequence on Procrastination is negligible.

These findings suggest that strategies to reduce procrastination among employees in academic institutions should focus directly on minimizing experiences of microaggressions and ostracism. While psychological well-being remains important for overall mental health, its role as a mediator in this context appears limited. Future studies should investigate other potential mediators, such as coping mechanisms or perceived organizational support, to better understand the pathways linking workplace mistreatment to procrastination.

From a practical standpoint, educational institutions should implement inclusive policies and targeted training programs aimed at reducing discriminatory behaviors. By addressing the root causes of mistreatment, such efforts could help decrease employee procrastination. Given the relatively low explanatory power of the current model ($R^2 = 0.087$ for Procrastination), there is a clear need for further research to identify additional contributing factors.

Conclusion

This research explored how workplace mistreatment—specifically microaggressions and ostracism—affects employee procrastination in educational institutions, with a focus on the mediating role of organizational identification and the moderating influence of education level. Data from 405 participants showed that both microaggressions and ostracism have significant direct effects on procrastination. Although organizational identification demonstrated some mediating influence, its overall impact was limited. These results suggest that the direct relationship between workplace mistreatment and procrastination is stronger than any indirect effects through mediators. Additionally, moderation analysis indicated that a higher level of education may help mitigate the adverse effects of mistreatment by enhancing employees' capacity for self-regulation and resilience. Overall, the findings offer valuable insights into how subtle discriminatory behaviors within academic settings can contribute to unproductive work habits, highlighting the urgent need for targeted interventions to promote more inclusive and supportive workplace environments.

Limitations

Although this study provides meaningful insights, it is not without limitations. Firstly, the cross-sectional design limits the ability to determine causal relationships, as data were collected at a single point in time. Longitudinal research would be better suited to establish the sequence and causality between workplace mistreatment, mediating factors, and procrastination. Secondly, the use of self-reported data raises concerns about common method bias and social desirability influences; future studies should consider using data from multiple sources to enhance validity. Thirdly, the low squared multiple correlation values for the mediators suggest that other unexplored variables may play a significant role in shaping organizational identification and psychological well-being. Lastly, as the sample consisted solely of employees from educational institutions in Pakistan, the findings may not be fully applicable to other industries or cultural settings.

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Conflict of Interest

The authors showed no conflict of interest.

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