

Workplace Ostracism and Prosocial Behaviour: The Moderating Role of Future Orientation in Hospitality Industry in Sri Lanka

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Abstract

Pro-social behaviour plays a vital role in the hospitality sector in Sri Lanka and it is important for sustaining service quality, teamwork, and customer satisfaction. Although workplace ostracism is commonly viewed as harmful, recent research suggests that employees may sometimes respond to exclusion constructively. This study draws on the temporal need-threat model and future time perspective theory to examine the relationship between workplace ostracism and pro-social behaviour, with future orientation tested as a moderator. Adopting a positivist philosophy and a deductive approach, the research employed a quantitative design. Frontline employees working in hotels and resorts across Sri Lanka were the unit of analysis. Data were collected through a cross-sectional survey, among the sample selected using convenience sampling method, yielding 204 valid responses. The survey contained validated scales for workplace ostracism, future orientation, and pro-social behaviour, all demonstrating strong reliability (Cronbach's alpha > 0.80). Construct validity was confirmed through confirmatory factor analysis, and data were analysed using IBM SPSS (version 25). Pearson correlation analysis showed a significant positive relationship between workplace ostracism and pro-social behaviour ($r = 0.34$, $p < 0.01$). This suggests that some employees increase helping behaviours when excluded, potentially as a means of restoring belonging. Hierarchical regression further revealed that future orientation significantly moderates this relationship (interaction $\beta = 0.26$, $p < 0.05$). Specifically, the positive link between ostracism and pro-social behaviour was strongest among employees with high levels of future orientation. These findings support the temporal need-threat model, which highlights how social exclusion triggers unmet relational needs that can stimulate compensatory pro-social behaviours. Future time perspective theory strengthens this interpretation, suggesting that future-oriented individuals view ostracism as temporary and respond in ways that enhance long-term relational outcomes. Future research should apply longitudinal or experimental approaches and investigate additional moderators such as resilience, organisational justice, and cultural context.

Keywords: future orientation, future time perspective theory, prosocial behaviour, temporal need-threat model, workplace ostracism