



## The Role of *Workplace Ostracism* to *Work Stress* in Employees Generation Z

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### Abstract

Generation Z now entering the world of work own expectation tall to environment inclusive and collaborative work. However, the reality on the ground Work No always in accordance with hope this, especially when employee experience exclusion social. *Workplace ostracism* is phenomena that occur when individual feel ignored or isolated by colleagues work, which can impact negative on well-being psychological and performance they. Exclusion This often marked with avoidance interaction, attitude No friendly, and lack of support social, which can hinder function social employees and reduce trust self. Condition This become challenge Serious for Generation Z, which is known more prone to to stress and issues mental health compared generation previously. Research This aim For understand connection between workplace ostracism and stress work on employees Generation Z. Study This involving 247 employees Generation Z from various selected sectors through convenience sampling method ensure data diversity. Measurement variables done with *Workplace Ostracism Scale* (WOS) and *Job Stress Scale* (JSS), provisional data analysis using Pearson correlation and linear regression for identify connection between isolation in place work and level stress work. Research results show that *workplace ostracism* own connection significant positive with stress work, where exclusion be one of factor main thing that improves level stress employees. Besides that, found existence difference significant in level stress based on length of service and sector business. Based on findings this research This recommend intervention strategies like training interpersonal skills, management programs stress, as well as development culture more work inclusive use increase welfare employees and productivity organization in a way overall.

Keywords : isolation in place work , stress work , generation z, colleagues work , environment Work

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### 1. Introduction

In place work , improvement skills employee the more get attention For Power competition company . This is reflected from improvement Indonesia's ranking in the IMD World Talent Ranking 2023 was quoted in a study that from ranked 51, Indonesia improves position to 47 out of 64 countries. Development skills This increase effectiveness employees and improve Power competition company [1]. Environment conducive work increase productivity and satisfaction Work employees , while atmosphere negative , such as isolation in place exhausting work source Power emotional and reduce motivation [2]. Isolation in place work , which is often seen as forms of “ silent treatment ”, including behavior fine like ignore greeting or exclude individual from conversation [3;4]. Generation Z, who appreciates recognition , is greatly affected by neglect , leading to frustration and stress that is harmful productivity [5, 6, 8, 12, 18].

2023 Indonesian Health Survey highlights prevalence stress by 1.4% among Gen Z, despite working hours they relatively short , which indicates existence other factors that play a role . Isolation in place Work has studied in a way extensive , as proven by research conducted with

the recruiter employees in the public and private banking sectors in Pakistan as participants , reporting that isolation in place Work show results positive correlation to stress work . However, in the research conducted with recruiting managers and employees maintenance health in Finland as participants , reporting that isolation in place Work significant increase stress Work .

Exclusion in place Work often considered as form silent treatment that is not looks clear , but own impact significant psychological to individual who experiences it . Actions like ignore greeting or exclude somebody from conversation can creates feelings of loneliness , frustration , and stress . Generation Z, who prioritizes confession and bait back , exclusion can become a very detrimental experience , because they more sensitive to indifference shown by colleagues Work or superiors . Decrease motivation and stress caused can influence productivity and engagement they in work [22].

A number of study previously has show connection between isolation in place Work with improvement level stress work . Studies conducted in the sector banking and health in various countries, including Pakistan and Finland, show that exclusion can contribute to stress more work high , even though the result varies

depending on the sector and culture work . Based on findings said , research This aim For explore more carry on impact isolation in place Work to stress work , especially for employees Generation Z, with focus on consistency and significance connection This is Generation Z , with level more stress tall compared to generation previously , became relevant subjects For research impact social and psychological from isolation in place work [23].

Besides That there is research that suggests that research furthermore use variables stress Work as variables that must be tested as impact from isolation in place work . Then based on comparison with study previously , researchers conclude that findings that are not consistent ( influence negative or positive and significant or whether or not in connection isolation in place Work with stress work ). Therefore that , research This aim For review return impact positive or negative and significant or No significant isolation in place Work to stress work on employees Generation Z. Focus on generation Z is chosen Because height level stress and depression in groups this , which can influence dynamics Work team or individuals [8, 13, 19].

## 2. Methodology Study

Study This use design correlational non- experimental quantitative For observe phenomenon in a way natural , exploring connection between variables , and testing hypothesis . Research quantitative is ideal for identify connection variable , while non- experimental research observe situation without manipulation researcher . Research This focused on exclusion in place work and its impact to stress work , especially among Generation Z, who experienced high stress and depression and use *convenience sampling* where participants own device with stable internet access For fill in questionnaire *online* , started with *informed consent* on the page first followed by statements gauge variables research . based on willingness and criteria exceptions in place work . Overcoming gap in study previously , research This research stress Work as variables dependent [3, 8].

### 2.1 Sample

Data collection techniques in study This use online questionnaire distributed through *Google Forms* . In study this , team researchers use instrument questionnaire that has been adapted as tool For collecting data. Participants in study This own criteria as individual employees who are of age generation Z (17-27 years ) with experience minimum work of 1 year and level minimum high school education . Number respondents in study This as much as 250 subjects with division of 3 subjects eliminated Because No fulfil criteria and leaving 247 subjects for research data . Next description respondents consisting

of from aspect type gender , age , education lastly , level education last , marital status , and marital status , level education Lastly , length of service , position and sector business company can seen in Table 1.

Table 1 Demographic Data Participants

Category		Frequency	Percentage
Type sex	Man	82	33.19
	Woman	165	66.81
Age ( years )	17 – 19	7	2.83
	20 – 22	142	57.49
	23 – 25	51	20.65
	26 – 27	47	19.03
	High		
Education level	School/Vocational	89	36.03
	School	17	6.87
	Diploma (D1/D2/D3)	140	56.68
	D4/S1	1	0.40
Length of service ( years )	S3		
	1 – 3	181	73.27
	3 – 5	25	10.12
	>5	41	16.59
Position Level	Staff	197	79.75
	Analyst	24	9.71
	Supervision	18	7.28
	Manager	5	2.02
	Director	3	1.21

### 2.2 Measuring Instruments Study

Participants in study This need device with stable internet access For fill in questionnaire *online* . First page will displaying informed consent, followed by with statements that measure variables research . The instruments used including *the Workplace Ostracism Scale* ( WOS ) and *the Job Stress Scale* (JSS) with the scale used is scale *Likert* Scale of Exclusion in Place Work contains 10 positive items with mark reliability of 0.955 and the JSS has 22 items (19 positive and 3 negative ) with mark reliability 0.957. Participants will answer variables study with use five- point Likert scale ( No Ever = 1 to Very Often = 5), which found that Likert scale with number odd effective For reliability and validity . After fill in variables research , participants will provide demographic data , including name , type gender , age , level education , position , sector effort , and length of service . After all question answered , participants will send answer those who are kept secret . Testing reliability done For ensure accuracy , with results represented by coefficients between 0 and 1, which indicates level reliability .

*The Workplace Ostracism Scale* (WOS) has mark high reliability namely 0.937, with item reliability ranges between 0.624 to 0.849, meets standard required reliability and validity ( corrected *item-total correlation*

$> 0.3$ ). *Job Stress Scale* (JSS) has mark reliability of 0.867, with dimensions *co-worker support* own reliability highest (0.905) and dimensions *work-life balance* lowest (0.779). However, the dimensions *work-life balance* No fulfil condition reliability and validity, because item-total correlation below 0.3. In study this, one item from dimensions *work life balance* (item 20: "I experience difficulty balance between work and activities others") are considered invalid and eliminated, so that leaving 3 items in dimensions. The results of the reliability test show that *The Workplace Ostracism Scale* (WOS) and *Job Stress Scale* (JSS) have high reliability, which is confirmed with mark *Cronbach's Alpha* for each instrument. Reliability results For dimensions balance life Work shown in Table 3.

### 3. Results and Discussion

#### 3.1 Results

In study this, normality test done with using the Kolmogorov-Smirnov test. Based on the results of the data normality test are considered normally distributed with mark *p-value* of  $0.200 > 0.05$ . Furthermore, the researcher perform linear correlation and regression tests Pearson For know connection between variables, as well as between dimensions research that has been determined and can obtained results that can be achieved seen in Table 2.

Table 2 . Pearson Correlation and Linear Regression Test

	Pearson Correlation	R <sup>2</sup>	P
Workplace Ostracism -> Work Stress	0.393	0.174	0.000

Based on data processing is carried out, the results show that  $H_0$  is rejected and  $H_1$  is accepted. Exclusion in place Work in a way significant cause stress more work high. Besides that, exclusion in place Work in a way significant predict stress perceived work ( $r = 0.393$ ,  $p = 0.000$ ), with effect positive (coefficient No standardized = 0.694) which explains 17.4% of the variance ( $R^2 = 0.174$ ).

Analysis results addition the obtained from analysis descriptive average value stress Work to work period aspects and aspects sector business work. Data processed with use method *independent sample one-way ANOVA* with SPSS application in Table 3.

Table 3 . Profile Stress Work Based on Work Period and Job Business Sector

	Sig. ( Work Period )	Sig. ( Sector Corporate Business )
Work stress	0.000	0.004

Based on stress work during working hours obtained mark significance equal to  $0.000 < 0.050$  so can interpreted that there is difference stress Work between subject in position job. Besides that, level stress work in the sector business work obtained mark significance equal to 0.000 and  $0.004 < 0.050$  so can interpreted that there is difference level stress Work between subjects that are in the sector business work.

#### 3.2 Discussion

Study This discuss limited understanding about isolation in place work, especially among Generation Z in Indonesia, with investigate its influence to stress work. study show that 73% of respondents Once experience isolation in place work, which emphasizes urgency study about topic this. Research previously in Pakistan found that exclusion in a way significant impact on welfare employees, with factors like culture and support organizations that play a role as moderator. Research in Jordan highlight that exclusion make things worse fatigue emotional and reduce motivation. Findings from study This disclose connection significant positive between isolation in place work and stress work, with exclusion contribute to 17.4% increase in rate stress. Relationship This especially seen among employee Sensitive Generation Z in a way emotional, appreciative confession and bait come back direct. Exclusion on the spot Work increase stress, which leads to fatigue and growth perception negative behavior No ethical, and improvement intention For exit. Preferences Generation Z towards bait constructive feedback and an inclusive environment underline importance reduce exclusion For guard welfare employees [8, 10, 13, 19, 22].

Studies this also found significant variation in isolation in place work and stress Work based on length of service and sector business. Stress levels in a way special more high in sectors like banking and finance, where competence, integrity, and intelligence emotional is very important For overcome exclusion. With existence study this, researcher provide suggestions that can implemented in development research in the field psychology industry and organization that is investigate other mechanisms that cause matter This can explain How various factor organization or personal own role in exclusion in place Work.

Second, it is important For beware the job level context in which the research is conducted This done. Higher level of work tall own role in exclusion in place work. Future research can consider For clarify job levels and compare How matter This own role in experience isolation in place work. Besides that, research furthermore can explore other mediator effects such as job insecurity. This in line with results research conducted prove that isolation in place Work can hinder

employee Because they tend holding back potential ideas beneficial due to a sense of compulsion or compliance passive . Besides that , there is research that shows that job insecurity ( insecurity) work ) mediate connection between isolation in place Work with intention employee For leave companies [4, 7, 9, 15, 20, 21].

Researchers give some practical suggestions that can implemented and helpful For reduce existence action isolation in place work that can cause existence stress work . Research results obtained that level *workplace ostracism* that occurs among employees generation z tends to low . Share company expected can maintain a sense of family in it . The company can also implementing positive programs For improve and anticipate workplace ostracism actions occur , namely with method evaluate welfare employee with using the AKAP ( *Avoidance and Knowledge on Workplace Ostracism Accelerate Work Productivity* ) project to reduce isolation in place Work .

AKAP projects can implemented through awareness training and *workshops* about impact exclusion work , support programs social like *mentorship* , development system reporting anonymous For handle case exclusion , and companies can stage evaluation culture Work in a way routine through survey , as well as launch encouraging internal campaigns inclusion and collaboration . Activities This in accordance with statement that states that three intervention exclusion in the form of perspective , guidance , and empowerment in a way effective reduce effect negative exclusion to welfare . Approach This aim For prevent exclusion , increasing involvement employee in a way sustainable [16].

For employee can build effective communication in team and between individual with do approach strategic through informal activities such as swap gifts , *outings* , and other team-building activities that can become approach strategic For build communication effective in team and between individual , with play a role as a medium for strengthen interpersonal bonding, reduce obstacle communication in a way psychological , improving trust , and push pattern more communication adaptive and cooperative between member team. Besides that , informal activities can strengthen bond social and sense of togetherness in team , which according to theory cohesion group can contribute significant to settlement conflict . With more communication open and structured in a way natural , dynamic team become more effective , possible creation optimal collaboration in reach objective organization . This is will the more increase understanding about How isolation in place Work form experience employees [14].

Besides that , the findings from study this also provides outlook important about difference level stress Work based on length of service and sector business . Significant differences between sector business , especially in the sector banking and finance , shows that sectors with level competition high and demanding more work big more prone to to impact isolation in place work . Stress faced by employees in the sector This often involving tension emotional and stressful high performance , which makes they more sensitive to exclusion social . This in line with study previously shown that environment full- time work pressure can make things worse impact exclusion and worsening mental condition as well motivation work [21].

On the other hand , it is important For consider policy company in prevent isolation in place Work with more structured . One of the efforts that can be made done is create policy inclusive that prioritizes diversity as well as promote open communication between employees . With introduce policies that prioritize welfare and support openness as well as collaboration team , company can create culture more work healthy and productive . Approach This No only reduce stress work , but also improve climate organization in a way the whole , which in turn will influence satisfaction work and performance employees . Through this strategy , the company can reduce high turnover rate consequence exclusion and increasing loyalty as well as motivation the work of the employees .

#### 4. Conclusion

Based on data analysis , found that isolation in place Work own connection significant positive with stress work , which shows that the more tall isolation in place work , then the more high level stress work experienced employees . Isolation on the spot Work contribute to increasing pressure psychological employee consequence lack of support social and harmonious interactions in the environment work . Different test results show existence difference level stress Work based on position and sector business , which can influenced by responsibility answer position as well as dynamics different industries . Research this also notes existence limitations in the sample used , where the level of isolation in place work and stress work that tends to low cause results study This Possible No fully reflect conditions in larger populations extensive research This give contribution in highlight impact isolation in place Work to stress work . Findings This expected can become base for organization For designing management strategies source Power more human inclusive , such as create environment supportive work and management programs effective stress .

## Saying Thank You

Writer say accept love to Almighty God One on all His blessings and guidance , as well to Tarumanagara University , Study Program Psychology , which has give opportunities and facilities For researchers finish as well as do publication For study this . Hopefully study This can give useful contribution for development knowledge psychology and becoming reference For research furthermore .

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