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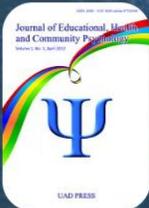
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The Role of Workplace Ostracism on Turnover Intention through Job Stress and Perceived Organizational Support among Gen Z employees

Zamralita

Faculty of Psychology
Universitas Tarumanagara
zamralita@fpsi.untar.ac.id

Khalidatul Rafi'ah

Faculty of Psychology
Universitas Tarumanagara
khalidatulrafiah@gmail.com

Abstract

This study examined the effect of workplace ostracism on turnover intention among Generation Z employees, with job stress as a mediating variable and perceived organizational support as a moderating variable. Using a quantitative, non-experimental design, data were collected from 192 employees via self-administered questionnaires and analyzed using variance-based structural equation modeling. The results showed that workplace ostracism had a significant positive effect on job stress ($\beta = 0.493, p < 0.001$) and turnover intention ($\beta = 0.513, p < 0.001$). Job stress partially mediated the association between workplace ostracism and turnover intention (indirect effect $\beta = 0.083, p = 0.018$). Perceived organizational support was negatively associated with turnover intention ($\beta = -0.201, p = 0.004$); however, it did not moderate the relationship between workplace ostracism and turnover intention ($WO \times POS \rightarrow TI: p = 0.507$). Overall, the findings suggest that interpersonal exclusion operates as a salient stressor for Generation Z employees, increasing turnover intention partly through heightened job stress, while perceived organizational support exerts a direct protective effect but does not buffer the adverse impact of ostracism.

Keywords: Workplace ostracism, job stress, turnover intention, perceived organizational support, generation Z

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Introduction

The dynamics of the workplace in the era of globalization have created a complex and stressful environment, in which human resources remain the most vital asset for the sustainability of organizations. However, organizations in Indonesia and various parts of the world face serious challenges related to high employee turnover intention. This is evident from a survey conducted by Gallup (2024), which reported an increase in employee turnover intention from 48% (2023) to 51% (2024). This data is supported by findings from the Nectar Survey in the United States, which noted that 46% of employees had the intention to leave (Cross, 2025). This trend has given rise to the phenomenon of quiet quitting, which refers to the tendency of employees to work with minimal effort and avoid additional responsibilities at work (Öztürk et al., 2023). This phenomenon needs to be addressed by organizations as it can lead to decreased productivity, loss of innovation potential, and increased turnover (Jahrodin & Setiasih, 2025).

The increase in turnover intention and the emergence of the quiet quitting phenomenon make it important for organizations to understand the underlying social and psychological factors (Kim & Sohn, 2024). The phenomenon of withdrawing from work is often a reflection of declining

engagement and job satisfaction, which can be influenced by the dynamics of interpersonal relationships in the workplace (Kim & Sohn, [2024](#)). One social-psychological factor that is currently receiving a lot of attention is workplace ostracism (Wang & Wang, [2020](#)), which is the experience of individuals who feel ignored, excluded, or unrecognized by their colleagues or superiors. Unlike open conflict, ostracism is a form of passive rejection that is no less damaging, as it hurts self-esteem and the basic human need to belong.

Previous studies have shown a positive relationship between workplace ostracism and turnover intention (Mobina et al., [2021](#); Singh & Srivastava, [2021](#); (Yikilmaz et al., [2023](#)). These findings show that when employees feel ignored, shunned, or excluded from social interactions in the workplace, they tend to develop a desire to leave the organization as a form of escape from an unsupportive environment. Workplace ostracism can create feelings of helplessness, alienation, and being unappreciated, which can potentially damage employees' psychological well-being (Singh & Srivastava, [2021](#)). Although the direct relationship between workplace ostracism and turnover intention has been well documented, the psychological mechanisms explaining how and why this exclusion leads to the intention to leave are not yet fully understood. Thus, there is still a knowledge gap regarding the mediation and moderation processes that bridge and influence the relationship between these two variables. It is important to find solutions to turnover intention because it can have a direct or indirect impact on the organization (Aulia et al., [2025](#)). Given the limited understanding of the psychological mechanisms that explain the relationship between workplace ostracism and turnover intention, job stress emerges as a potential mediator. Based on the Transactional Stress Theory proposed by Folkman ([2013](#)), stress occurs when individuals assess that environmental demands exceed their ability or resources to cope with them. Workplace ostracism can function as a chronic social stressor, as exclusion causes social uncertainty, reduces a sense of control, and threatens basic needs for acceptance and affiliation (Yikilmaz et al., [2023](#)). The accumulation of this pressure causes high work stress, which in the long term can lead to emotional exhaustion, decreased job satisfaction, and ultimately foster a desire to leave the organization (Widiyawati et al., [2025](#)). Thus, job stress acts as an important mediating mechanism in the relationship between workplace ostracism and turnover intention.

It is important to note that not all employees who experience workplace ostracism and job stress will have a high intention to leave, because the organisational context also influences this response. The present study thus demonstrates the pivotal role of organisational support as a moderation variable, with the capacity to attenuate this adverse impact. Perceived organisational support (POS) is defined as the belief held by employees that their contributions are valued by the organisation and that it is attentive to their well-being. In accordance with the principles of social exchange theory (Ahmad et al., [2023](#)), employees who feel supported from within the organisational structure are more likely to demonstrate higher levels of loyalty and commitment. In the context of workplace ostracism, high POS has been shown to mitigate the adverse effects of exclusion, as individuals continue to feel valued by the organisation. In accordance with the principles of Conservation of Resources (COR) Theory (Hobfoll, [1989](#)), the concept of POS functions as a protective resource, thereby facilitating the maintenance of psychological balance in individuals, whilst concomitantly reducing work stress and diminishing their propensity to seek external employment.

Therefore, the objective of this study is to develop and evaluate a comprehensive model that investigates not only the direct relationship between workplace ostracism and turnover intention, but also the mediating role of job stress and the moderating role of perceived organisational support. The present study makes a theoretical contribution through the integration of

organisational support into a unified conceptual framework, thereby facilitating a more comprehensive understanding of psychological dynamics in the workplace. In practical terms, it is anticipated that the findings of this study will provide a foundation for organisations to formulate efficacious human resource management strategies. These strategies are designed to address the repercussions of workplace ostracism, alleviate work stress, enhance employee retention, and forestall the emergence of the quiet quitting phenomenon, a matter of recent concern in contemporary workplaces.

Workplace Ostracism and Turnover Intention

Workplace ostracism has been defined as a condition in which individuals perceive themselves to be ignored, excluded or unacknowledged by colleagues or superiors (Ferris et al., [2008](#)). In contrast to overt conflict, ostracism is a passive form of rejection that has the potential to trigger various adverse psychological consequences, including decreased self-esteem and a weakened sense of belonging. Empirical evidence has repeatedly demonstrated a positive relationship between workplace ostracism and turnover intention, indicating that employees who feel socially isolated are more likely to consider leaving their organisations (Ferris et al., [2008](#); Singh & Srivastava, [2021](#); Yikilmaz et al., [2023](#); Das & Ekka, [2024](#)). The present study draws on the Conservation of Resources (COR) Theory (Hobfoll, [2001](#)) to explore the psychological underpinnings of ostracism. According to this theory, experiences of ostracism can be understood as a form of psychological resource depletion, leading individuals to consider withdrawal as an adaptive coping strategy to prevent further resource loss. Despite extensive research on the direct association between workplace ostracism and turnover intention, the psychological mechanisms underlying this relationship remain insufficiently explored. It is evident that further investigation is necessary to identify potential mediating and moderating variables that would serve to clarify the processes linking ostracism to turnover intention.

The Moderation of Perceived Organizational Support in the Relationship Between Workplace Ostracism and Turnover Intention

Perceived Organizational Support (POS) is defined as employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger et al., [1986](#)). In accordance with Social Exchange Theory, when employees perceive that they are appreciated and supported, they are more likely to reciprocate through loyalty, emotional attachment, and strong organisational commitment. In the context of workplace ostracism, the role of POS is to act as a mitigating factor, thereby reducing the adverse effects of social exclusion on turnover intention. According to the principles of Conservation of Resources (COR) Theory (Hobfoll, [1989](#)), organisational support is regarded as a critical social resource that assists individuals in the protection and replenishment of depleted psychological resources, which are a consequence of ostracism. In instances where employees encounter feelings of exclusion or neglect in the workplace, a high level of POS has been shown to engender a sense of security, recognition and emotional support. This, in turn, serves to counterbalance the adverse psychological effects of ostracism. Conversely, low POS has been shown to exacerbate feelings of devaluation and social isolation, as employees lacking sufficient social resources to cope with ostracism-related stress are ultimately likely to heighten their intention to leave the organisation. Furthermore, within the context of Generation Z, who place strong emphasis on recognition, fairness, and supportive workplace relationships, high POS not only reduces turnover intention but also helps prevent quiet quitting behaviour by fostering a stronger sense of belonging and psychological engagement with the organisation.

The Mediating of Job Stress in the Relationship Between Workplace Ostracism and Turnover Intention

Workplace ostracism, defined as a form of social exclusion in organisational settings, has been shown to engender significant psychological distress by threatening individuals' fundamental needs for acceptance and affiliation. In accordance with the Transactional Stress Theory (Folkman, 2013), workplace ostracism functions as a social stressor that instigates job stress when individuals perceive that workplace demands exceed their coping capacities. Job stress has been shown to have a detrimental effect on employees' well-being, with the result that they may feel depleted in terms of their emotional energy, experience a diminution in motivation, and develop feelings of frustration and helplessness. These factors can ultimately increase employees' intentions to leave the organisation. Consequently, job stress functions as a mediation mechanism that elucidates the manner in which workplace ostracism culminates in turnover intention. Thus, workplace ostracism indirectly fosters turnover intention through the elevation of psychological strain. In the context of Generation Z employees, who tend to be more sensitive to unsupportive work environments, stress resulting from ostracism may accelerate the emergence of quiet quitting behaviours and strengthen intentions to resign. The comprehension of this mediation process is of significant value to organisations seeking to design interventions that reduce workplace stressors and enhance employee well-being.

Aim and Hypotheses

This study aims to examine the influence of workplace ostracism on turnover intention among Generation Z employees, by exploring the mediating role of job stress and the moderating role of perceived organizational support (POS). Drawing upon Transactional Stress Theory (Folkman, 2013), Conservation of Resources Theory (Hobfoll, 1989), and Social Exchange Theory (Eisenberger et al., 1986), this research seeks to explain how social exclusion at work can lead to increased psychological strain and withdrawal intentions. Specifically, it is proposed that workplace ostracism will positively predict turnover intention (H1). Furthermore, perceived organizational support is expected to buffer the effect of workplace ostracism, such that the relationship between ostracism and turnover intention will be weaker when POS is high (H2). In addition, job stress is hypothesized to act as a mediator in this relationship, whereby workplace ostracism increases job stress, which in turn elevates turnover intention (H3). Through this integrated model, the study aims to contribute to a deeper understanding of the psychological processes and contextual factors that shape turnover intention and quiet quitting behaviour among Generation Z employees.

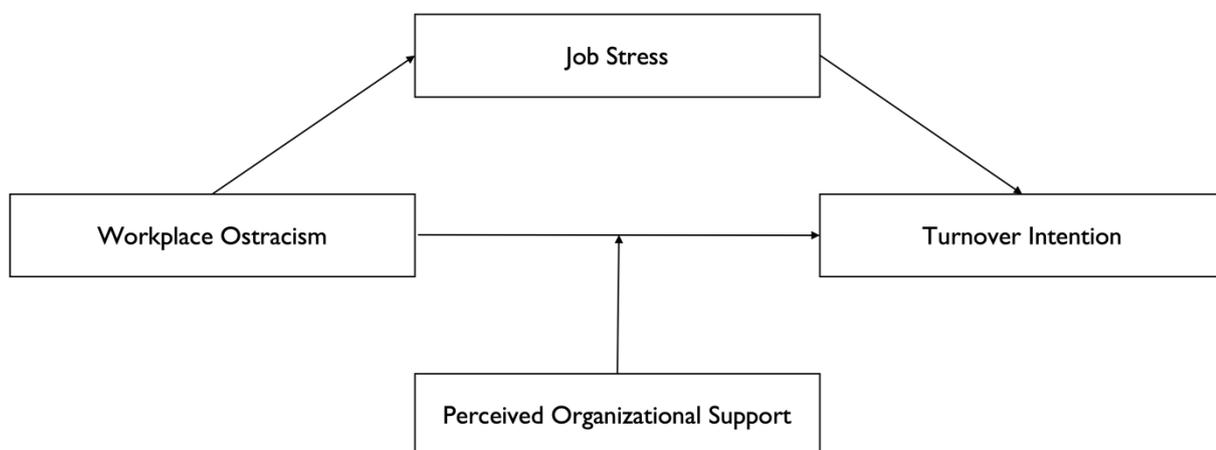


Figure 1. Research Model

Method

Research Design

This study used a quantitative approach with a non-experimental design that aims to test the relationship between variables without manipulating the subjects' conditions. Data were collected through an questionnaire, where the respondents were Generation Z individuals who were already working in various sectors. The variables studied included workplace ostracism as the independent variable, turnover intention as the dependent variable, job stress as the mediation variable and perceived organizational support as moderation variables.

Participants

This study had 192 participants with Generation Z characteristics, namely those born between 1997 and 2012. Of the total sample, 38.5% had worked for at least one year. The data showed that females (69.8%) were the majority in the gender category, the majority of participants were 26 (14.6%) years old and worked in the other services sector (20.8%), and bachelor's degree (40.6%) was the majority in the final education level category.

Table I

Demographic Data

Characteristic	Category	N	%
Gender	Female	134	69.8
	Male	58	30.2
Age	18 years	1	.5
	19 years	2	1.0
	20 years	14	7.3
	21 years	11	5.7
	22 years	20	10.4
	23 years	20	10.4
	24 years	27	14.1
	25 years	27	14.1
	26 years	28	14.6
	27 years	20	10.4
Employment Sector	Government Administration and Mandatory Social Security	4	2.1
	Agriculture	3	1.6
	Energy	1	.5
	Manufacturing Industry	19	9.9
	Information and Communication	11	5.7
	Other Services	40	20.8
	Health and Social Activities	15	7.8
	Finance and Insurance	23	12.0
	Construction	1	.5
	Education	20	10.4
	Trade	34	17.7
	Mining and Quarrying	2	1.0
	Real Estate	10	5.2
Transportation and Warehousing	9	4.7	
Tenure	1 year	74	38.5
	2 years	54	28.1
	3 years	42	21.9
	4 years	12	6.3
	5 years	5	2.6
	6 years	4	2.1
	7 years	1	.5

Characteristic	Category	N	%
Educational Background	Highschool	75	39.1
	Diploma	37	19.3
	Bachelor	78	40.6
	Magister	2	1

Research Instrument

This study uses several measurement tools, including the workplace ostracism scale to measure the variable of workplace ostracism, the turnover intention scale to measure the variable of turnover intention, the survey of perceived organizational support to measure perceived organizational support, and the job stress scale to measure job stress.

Workplace ostracism scale

The Workplace Ostracism Scale was developed by Ferris et al. (2008) and has been adapted into Indonesian by Risgiyanti et al. (2023). This measurement tool is used to assess the extent to which individuals feel excluded or ignored in the workplace by colleagues and superiors. This measurement tool has 10 items with a unidimensional scale, meaning that all items measure the same construct, namely ostracism in the workplace. All items are favorable and are assessed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Turnover intention scale

The Turnover Intention Scale was developed by (Bothma & Roodt, 2013) and has been adapted into Indonesian by Budiningsih & Ernawaty (2023). This scale is used to measure the extent to which individuals have the desire to leave the organization where they work. This scale consists of four items. All items in the scale are favorable and have no dimensions (unidimensional). Responses are measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Survey of perceived organizational support (SPOS)

The Survey of Perceived Organizational Support was developed by Eisenberger et al. (1986). This scale is used to assess the extent to which employees feel that their organization values their contributions and cares about their well-being. SPOS consists of eight unidimensional items, all of which are favorable. The assessment uses a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Job stress scale

The Job Stress Scale was developed by Shukla & Srivastava (2016) to measure the level of stress experienced by individuals in the workplace. This scale has two main dimensions, namely time stress (stress related to time pressure) and anxiety. All items are unfavorable and are measured using a 6-point Likert scale, ranging from 1 (strongly disagree) to 6 (strongly agree). This scale is designed to describe individuals' perceptions of work pressure, time constraints, and anxiety experienced while working.

Ethical Considerations

This study was conducted in accordance with established ethical standards for research involving human participants. Prior to data collection, ethical approval was obtained from the relevant institutional review board. Participants were informed about the purpose of the study, the voluntary nature of participation, their right to withdraw at any time without consequences, and the confidentiality of their responses. Informed consent was obtained before questionnaire

completion. No identifying information was collected, and all responses were anonymized to ensure confidentiality. The data were stored securely and used solely for research purposes.

Recruitment Procedure

Participants were recruited using a convenience sampling approach. Data were collected through self-administered questionnaires distributed online via survey platforms and professional networks. The survey remained open for approximately one month.

Inclusion criteria were: (1) belonging to Generation Z, (2) currently employed in a formal organizational setting, and (3) having a minimum tenure of three months to ensure adequate exposure to workplace dynamics. Respondents represented various sectors, including services, manufacturing, retail, education, technology, allowing for diversity in organizational contexts.

Data Analysis

The data were analyzed using variance-based Structural Equation Modeling (PLS-SEM) with SmartPLS 3. PLS-SEM was selected for several reasons. First, the model included mediation and moderation effects, which are efficiently estimated using PLS. Second, PLS-SEM is appropriate for predictive and exploratory research contexts. Third, the sample size (N = 192) is suitable for variance-based SEM, which is less restrictive regarding distributional assumptions compared to covariance-based SEM.

Bootstrapping procedures were applied to assess the significance of path coefficients. A bootstrapping technique with 5,000 resamples was performed using a two-tailed test with a significance level of 0.05. Path coefficients (β), t-values, p-values, and confidence intervals were examined to evaluate the hypothesized relationships. Mediation effects were tested using indirect effect estimates derived from the bootstrapping procedure, while moderation effects were assessed through the interaction term (WO × POS).

Result

Outer Model Assessment

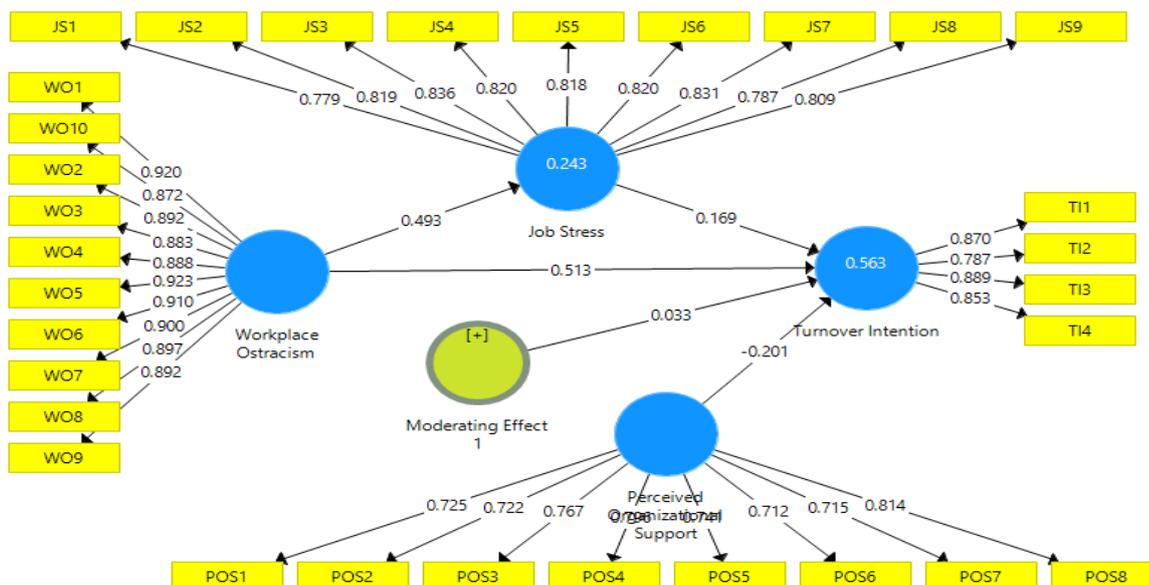


Figure 2. Measurement Model

Tabel 2

Factor Loading/ Outer Loading

Variabel	Code Indikator	Outer Loading	Conclusion
Workplace Ostracism	WO1	0.920	Valid
	WO2	0.892	Valid
	WO3	0.883	Valid
	WO4	0.888	Valid
	WO5	0.923	Valid
	WO6	0.910	Valid
	WO7	0.900	Valid
	WO8	0.897	Valid
	WO9	0.892	Valid
	WO10	0.872	Valid
Job Stress	JS1	0.779	Valid
	JS2	0.819	Valid
	JS3	0.836	Valid
	JS4	0.820	Valid
	JS5	0.818	Valid
	JS6	0.820	Valid
	JS7	0.831	Valid
	JS8	0.787	Valid
	JS9	0.809	Valid
Perceived Organizational Support	POS1	0.725	Valid
	POS2	0.722	Valid
	POS3	0.767	Valid
	POS4	0.796	Valid
	POS5	0.741	Valid
	POS6	0.712	Valid
	POS7	0.715	Valid
	POS8	0.814	Valid
Turnover Intention	T11	0.870	Valid
	T12	0.787	Valid
	T13	0.889	Valid
	T14	0.853	Valid

As shown in Table 2, all measurement indicators have factor loading values of 0.70 or more, indicating convergent validity. Specifically, all indicators of Workplace Ostracism (WO1–WO10) demonstrate strong loadings ranging from 0.872 to 0.923, confirming their adequacy in representing the construct. Similarly, the indicators of job stress (JS1–JS9) present loading values between 0.779 and 0.836, reflecting a robust measurement of job-related stress. The Perceived Organizational Support indicators (POS1–POS8) also meet the recommended threshold, with factor loadings ranging from 0.712 to 0.814, suggesting that these items validly capture employees' perceptions of organizational support. Furthermore, all Turnover Intention indicators (T11–T14) show high loading values between 0.787 and 0.889, indicating a strong representation of employees' intention to leave. The findings of this study indicate that the indicators utilized are valid and appropriate for measuring their respective latent variables.

Construct Reliability

As demonstrated in Table 3, all constructs demonstrate Cronbach's alpha and composite reliability values that significantly exceed the recommended standard of 0.70, signifying adequate internal consistency. Consequently, it can be concluded that all variables in this study are reliable and demonstrate an acceptable level of measurement reliability.

Table 3
Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Job Stress	0.936	0.946
Perceived Organizational Support	0.889	0.911
Turnover Intention	0.872	0.912
Workplace Ostracism	0.973	0.977

Convergent validity

Based on Table 4, all constructs demonstrate adequate convergent validity, as their Average Variance Extracted (AVE) values exceed the recommended threshold of 0.50. This indicates that each construct explains more than half of the variance in its indicators and is therefore measured with acceptable precision. Accordingly, the measurement model provides evidence that the study variables are valid representations of their respective latent constructs.

Table 4
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Job Stress	0.662
Perceived Organizational Support	0.562
Turnover Intention	0.723
Workplace Ostracism	0.806

Discriminant validity

As shown in Table 5, which was evaluated using the Fornell–Larcker criterion, all constructs have Average Variance Extracted (AVE) values that significantly exceed the recommended standard of $AVE \geq 0.50$. These findings provide empirical support for convergent validity, indicating that each latent variable sufficiently captures the variance of its associated indicators and confirms the soundness of the measurement model.

Table 5
Fornell-Larcker Criterion

	Job Stress	Perceived Organizational Support	Turnover Intention	Workplace Ostracism
Job Stress	0.813			
Perceived Organizational Support	-0.392	0.750		
Turnover Intention	0.495	-0.584	0.850	
Workplace Ostracism	0.493	-0.638	0.718	0.898

Table 6

Heterotrait-Monotrait Ratio (HTMT)

	Job Stress	Moderating Effect I	Perceived Organizational Support	Turnover Intention
Job Stress				
Moderating Effect I	0.193			
Perceived Organizational Support	0.425	0.353		
Turnover Intention	0.543	0.185	0.650	
Workplace Ostracism	0.511	0.209	0.679	0.775

Based on Table 6, discriminant validity was further evaluated using the Heterotrait–Monotrait ratio (HTMT). All HTMT values for the construct pairs are below the recommended threshold of 0.90, indicating that the correlations between different constructs are not excessively high. These results provide additional evidence that the constructs are empirically and conceptually distinct, and that the measurement model does not suffer from problematic construct overlap.

In Table 6, “Moderating Effect I” refers to the interaction construct created to test the moderating role of perceived organizational support (POS) on the relationship between workplace ostracism (WO) and turnover intention (TI) (i.e., $WO \times POS$). This interaction term was modeled as a product indicator construct within the PLS framework and was included to estimate whether the strength of the $WO \rightarrow TI$ path varies across levels of POS. Its HTMT values are reported to verify that the interaction construct is sufficiently distinct from its constituent main-effect constructs (WO and POS), thereby minimizing concerns that the moderation term reflects redundancy or multicollinearity rather than a substantively meaningful interaction.

Squared Multiple Correlations

The Squared Multiple Correlations values show that the work ostracism variable is able to explain 24.3% of the variance in job stress, while the combination of the work ostracism, job stress, POS, and moderation interaction variables explains 56.3% of the variance in turnover intention. This indicates that social and psychological factors in the workplace contribute substantially to employee turnover intention.

Table 7

Multiple Correlations for the Research Variables

Dependent Variable	R	Description
Job Stress	0.243	Influenced by Work Ostracism
Turnover Intention	0.563	Influenced by Work Ostracism, Job Stress, Perceived Organizational Support, and moderation interaction

Table 8
F Square

Variable	Job Stress	Turnover Intention
Job Stress		0.048 (low)
Workplace Ostracism x Perceived Organizational Support		0.002 (low)
Perceived Organizational Support		0.051 (low)
Workplace Ostracism	0.321 (moderate)	0.315 (moderate)

Goodness of Fit

The model fit assessment in SmartPLS 3 indicates that the structural model meets the recommended fit criteria at an acceptable level (see Table 9). Accordingly, the model demonstrates adequate overall fit and is considered suitable for explaining the hypothesized relationships among the study variables within a complex organizational context.

Table 9
Goodness of Fit

Parameter	SMR	Conclusion
SRMR	0.054	Good Fit
Chi-Square	831.421	Not Fit
NFI	0.909	Good Fit

As shown in Table 9, the model demonstrates acceptable fit based on commonly reported PLS-SEM indices. The SRMR (Standardized Root Mean Squared Residual) was 0.054, which is below the recommended threshold of 0.08, and the NFI (Normed Fit Index) was 0.909, exceeding the minimum criterion of 0.90. Taken together, these indicators suggest that the proposed model fits the observed data adequately.

Inner Model Assessment

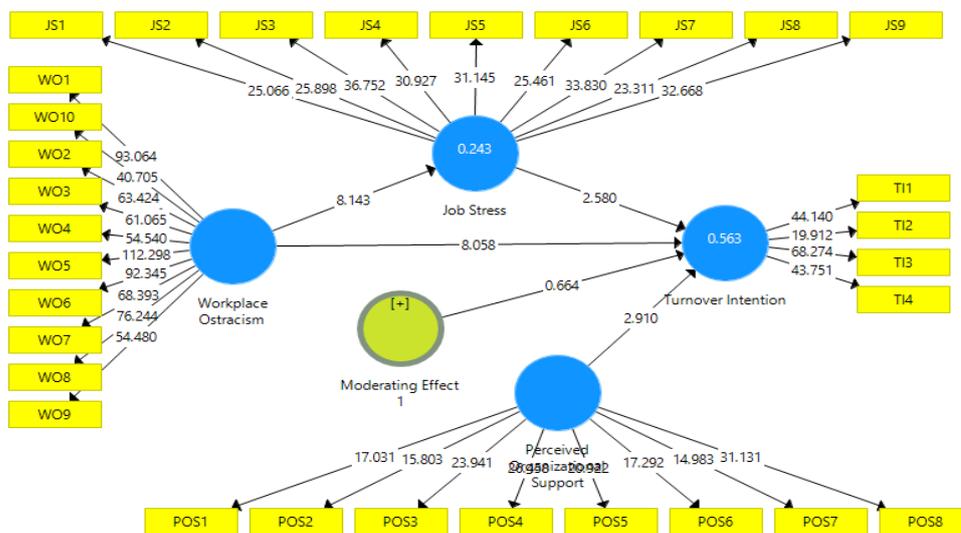


Figure 3. Structural Equation Model

Table 10
Coefficient Path of Variables

Variable	Coefficient Beta	T Statistics	P Values	Conclusion
Workplace Ostracism → Job Stress	0.493	8.143	0.000	Supported
Perceived Organizational Support → Turnover Intention	-0.201	2.910	0.004	Supported
Job Stress → Turnover Intention	0.169	2.580	0.010	Supported
Workplace Ostracism → Turnover Intention	0.513	8.058	0.000	Supported
Workplace Ostracism x Perceived Organizational Support → Turnover Intention	0.033	0.664	0.507	Not Supported
Workplace Ostracism → Job Stress → Turnover Intention	0.083	2.378	0.018	Supported

The Role of Work Ostracism to Job Stress

The test results show that work ostracism has a positive and significant effect on job stress ($B = 0.493$). This means that the higher the level of ostracism experienced by employees in the work environment, the greater the level of work stress they feel. This finding supports the social exclusion theory, which states that when individuals feel excluded from their social group, emotional and psychological pressures arise that increase work stress. In practical terms, this condition shows the importance of creating an inclusive work culture to reduce the negative effects of exclusion in the workplace.

The Role of Work Ostracism to Turnover Intention

The results of the analysis show that work ostracism has a significant positive effect on turnover intention ($B = 0.513$). This means that the higher the level of work ostracism, the stronger the employees' desire to leave the organization. Employees who feel unaccepted by their colleagues or superiors tend to reduce their organizational commitment and seek a more supportive work environment. These results are in line with social exchange theory, which asserts that when employees feel they are not receiving social support, they develop a desire to withdraw.

The Role of Perceived Organizational Support (POS) on Turnover Intention

The analysis results show that *perceived organizational support* has a negative and significant effect on *turnover intention* ($\beta = -0.201$). This means that the higher the employees' perception of organizational support, the lower their desire to leave the organization. This finding supports the organizational support theory proposed by Eisenberger et al. (1986) whereby employees who feel valued and cared for by the organization will be more loyal, have high affective commitment, and tend to reduce their intention to leave.

The Role of Job Stress as Mediation

Indirect effect analysis shows that job stress partially mediates the relationship between work ostracism and turnover intention with an indirect effect value of 0.083. This means that part of the effect of ostracism on turnover intention occurs through increased job stress. Thus, job stress acts as a psychological mechanism that explains how experiences of ostracism encourage employees to leave their jobs. These results, which shows that the mediation effect is significant ($p < 0.05$).

The Role of Perceived Organizational Support as Moderation

The moderation results show that the interaction between work ostracism and perceived organizational support (WO × POS) has no significant effect on turnover intention ($\beta = 0.033$). Interpretation of this coefficient shows that POS functions as a moderation variable that there's no effect on workplace of ostracism on turnover intention.

Table 7

Result of Perceived Organizational Support as Moderation

Interaction Variable	Standard Coefficient	Direction of Influence	Description
WO × POS → TI	0.317	No significant	POS do not moderates the relationship between WO and TI

Simple Slope Analysis

Figure 4 Simple Slope Analysis shows the moderating effect of Perceived Organizational Support (POS) on the relationship between Workplace Ostracism and Turnover Intention. The slope representing employees with high POS (+1 SD) and the slope representing employees with low POS (-1 SD) display nearly parallel trajectories, indicating that differences in the level of perceived organizational support do not substantially alter the strength of the relationship between workplace ostracism and turnover intention. This pattern indicates that POS does not meaningfully strengthen or buffer the effect of workplace ostracism on turnover intention. This interpretation is supported by the f^2 value for the moderating effect, which is low (0.004), indicating a weak effect size. Overall, these findings suggest that perceived organizational support plays a limited moderating role in the relationship between workplace ostracism and turnover intention, and that other factors may be more influential in shaping this relationship.

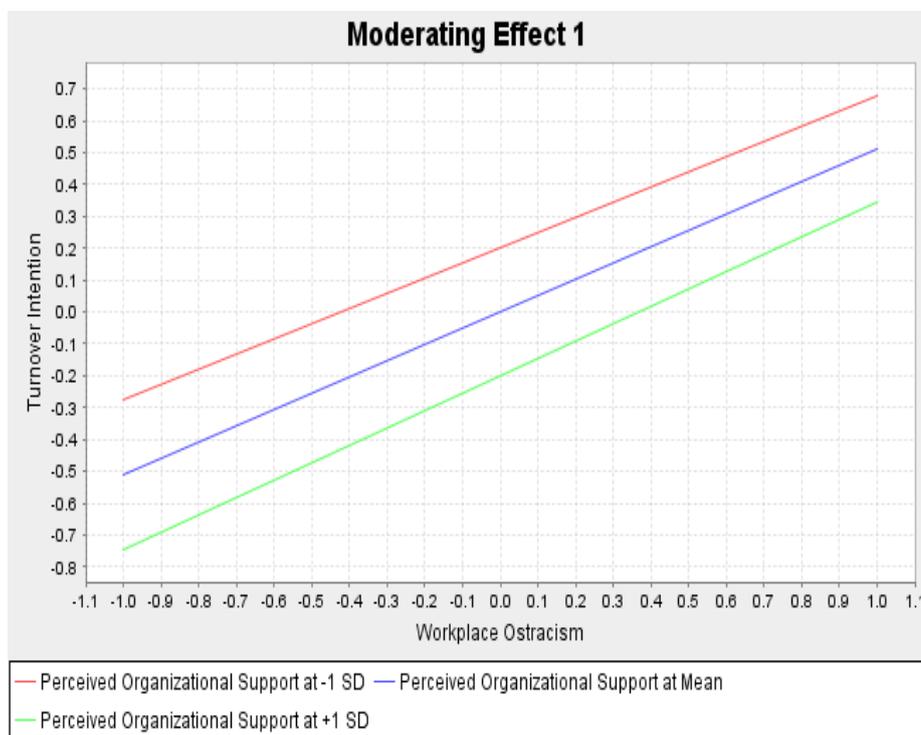


Figure 4. Simple Slope Analysis

Discussion

The findings of this study demonstrate that workplace ostracism is a salient predictor of turnover intention among Generation Z employees. This result is consistent with prior empirical evidence indicating that experiences of social exclusion in the workplace substantially increase employees' withdrawal cognitions (Ferris et al., [2008](#); Singh & Srivastava, [2021](#); Yikilmaz et al., [2023](#)). From the perspective of Conservation of Resources (COR) theory (Hobfoll, [1989](#)), workplace ostracism represents a loss of critical social and psychological resources, including belongingness, interpersonal recognition, and social support. For Generation Z employees, who tend to place high value on relational inclusion and psychological safety at work, such resource depletion may be perceived as particularly threatening, thereby accelerating intentions to leave the organization as a self-protective response.

The results further indicate that job stress partially mediates the relationship between workplace ostracism and turnover intention. This finding aligns with Transactional Stress Theory, which posits that stress emerges when individuals appraise environmental demands as exceeding their coping resources (Folkman, [2013](#)). Workplace ostracism functions as a chronic social stressor that generates emotional strain, uncertainty, and psychological discomfort, which in turn heighten employees' intentions to withdraw from the organization. The partial nature of the mediation suggests that, in addition to stress-related mechanisms, ostracism may also directly trigger turnover intention through affective reactions such as resentment or disengagement. This pattern is particularly relevant for Generation Z employees, who are often characterized as more willing to exit unsupportive work environments rather than endure prolonged psychological strain.

In contrast, although perceived organizational support (POS) exhibits a significant negative relationship with turnover intention, its moderating effect on the relationship between workplace ostracism and turnover intention is weak and statistically non-significant. The simple slope analysis and the low f^2 value indicate that POS does not meaningfully alter the strength of the ostracism–turnover relationship. This finding diverges from studies that position POS as a strong buffering resource and suggests important boundary conditions for Organizational Support Theory. One possible explanation is that workplace ostracism primarily operates at the interpersonal level, whereas POS reflects support at the organizational level. For Generation Z employees, support perceived as distal, formal, or symbolic may be insufficient to offset the immediate emotional impact of exclusion by coworkers or supervisors. As a result, organizational support may reduce general turnover intention but fails to effectively neutralize the specific harm caused by social exclusion.

From a contextual perspective, this result may also reflect the characteristics of Generation Z in the Indonesian work context. Generation Z employees tend to emphasize authenticity, emotional validation, and direct interpersonal support. When organizational support is perceived as procedural rather than relational, its capacity to function as a compensatory resource becomes limited. Consequently, even in organizations perceived as supportive, experiences of ostracism may still lead employees to consider leaving. This finding highlights the importance of distinguishing between organizational-level resources and interpersonal social dynamics when examining retention among younger employees.

Overall, this study contributes to organizational psychology literature by demonstrating that while workplace ostracism and job stress play central roles in shaping turnover intention, perceived organizational support has a limited moderating capacity in this relationship. The

findings underscore the need to move beyond generalized support policies and address relational exclusion at the team and supervisory levels. Future research should explore alternative buffering mechanisms, such as leadership quality, psychological safety, or peer support, which may be more proximal and effective in mitigating the negative consequences of workplace ostracism, particularly among Generation Z employees.

Conclusion

This study demonstrates that workplace ostracism plays a pivotal role in shaping turnover intention among Generation Z employees, both directly and indirectly through increased job stress. The findings indicate that experiences of social exclusion function as a salient psychological stressor, reinforcing withdrawal intentions by depleting employees' emotional and cognitive resources. Job stress emerges as a key explanatory mechanism, underscoring its central role in translating adverse interpersonal experiences into turnover-related outcomes.

Although perceived organizational support is associated with lower turnover intention, its moderating effect on the relationship between workplace ostracism and turnover intention is weak. This suggests that formal organizational support may be insufficient to offset the interpersonal harm caused by ostracism, particularly among Generation Z employees who place strong emphasis on inclusion and relational quality in the workplace. This study contributes to organizational psychology by clarifying the limited buffering capacity of organizational support in the context of social exclusion and by highlighting the dominance of interpersonal dynamics over structural resources in predicting turnover intention. Practically, the findings emphasize the need for organizations to complement support systems with inclusive leadership and psychologically safe social environments to effectively retain Generation Z employees.

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Ethical statement.

The study followed the guidelines of Universitas Tarumanagara.

Informed Consent Statement

Informed consent was obtained from all persons involved in the study.

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Conflicts of Interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

Data availability

The research data are not publicly available due to privacy and confidentiality concerns of the participants.

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