

Research article

# Psychometric Validation of the Workplace Ostracism Scale for Indonesian Generation Z Employees

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## Abstract

Workplace ostracism refers to employees' perceptions of being ignored, excluded, or avoided by others in the workplace and has been linked to numerous negative psychological and organizational outcomes. Despite the growing presence of Generation Z in the Indonesian workforce, no validated Indonesian-language instrument currently exists to measure workplace ostracism among this population. The present study aimed to translate and validate the 10-item Workplace Ostracism Scale (WOS) for use among Indonesian Generation Z employees. A systematic back-to-back translation procedure was conducted, followed by a readability assessment with Generation Z participants. Data were collected from 198 Indonesian Gen Z employees aged 18-28 years using snowball and purposive sampling techniques with at least six months of work or internship experience. Exploratory factor analysis (EFA) using SPSS 26 and confirmatory factor analysis (CFA) using AMOS 28 were employed to examine the scale's factor structure, reliability, and validity. Results supported a unidimensional factor structure, with all factors loading exceeding .50. The scale demonstrated excellent internal consistency (Cronbach's  $\alpha = .912$ ; CR = .919) and adequate convergent validity (AVE = .540). Overall model fit indices indicated a good fit. The findings suggest that the Indonesian version of the WOS is a reliable and valid instrument for assessing workplace ostracism among Generation Z employees, providing a valuable tool for both research and organizational practice in Indonesia.

Keywords: workplace ostracism; generation z; scale validation; cross-cultural adaptation; exploratory factor analysis; confirmatory factor analysis

## 1. Introduction

In the modern workplace, many people experience painful moments when their greetings and opinions are deliberately ignored, even in the absence of openly harsh words. This form of non-verbal exclusion is known as workplace ostracism, which refers to an individual's perception of being ignored or excluded by others in the workplace (Ferris et al., 2008). Such behavior is often described as "a silent form of mistreatment" (Singh et al., 2024; Widiyawati et al., 2025; Williams, 2007) and even as "social death" (M. Li et al., 2021). It is subtle in nature and may involve behaviors such as ignoring greetings or excluding someone from everyday workplace conversations. Workplace ostracism is a social stressor closely tied to the basic human needs for self-esteem and belongingness (Williams, 2007), and it can cause psychological pain comparable to physical pain or injury (Yaakobi & Williams, 2016). Several studies have shown that ostracism has harmful effects on employees' mental health, job engagement, feelings of helplessness, depression, and job satisfaction (N. Chen, 2024; Z. Chen et al., 2025; Ferris et al., 2008; Haijiang & Rafiq, 2026; N. Li et al., 2026; Muhammad et al., 2026). Furthermore, workplace ostracism has also been linked to counterproductive work behavior, emotional exhaustion, and turnover intention, with anger serving as a mediating factor (Zhu & Zhang, 2021).

Since workplace ostracism is a subtle form of nonverbal exclusion (Williams, 2007), its impact may vary across different employee groups. Existing research shows that workplace ostracism negatively affects employee well-being and can lead to psychological stress (Banerjee, 2025; Wang et al., 2023). However, individuals may interpret and react to such exclusion differently. The presence of generational differences in workplace values and communication styles suggests that responses to nonverbal exclusion could differ among generations. Generation Z, known as digital natives whose workplace expectations are influenced by technology and context (Zahra et al., 2025), might be especially sensitive to social interaction and inclusion issues. Therefore, studying workplace ostracism among Indonesian Generation Z employees is both theoretically and practically meaningful. Our research focused on Indonesia's cultural context and targeted Generation Z employees born between 1997 and 2009. Some studies, however, define this generation as born between the mid-1990s and the early 2010s (Benítez-Márquez et al., 2022). They are often described as highly ambitious and self-confident (Pataki-Bittó & Kapusy, 2021), and referred to as "Digital Natives" (Lanier, 2017) because they grew up in an era of rapid technological advancement. While this generation entered the workforce expecting a collaborative environment aligned with their expectations, these hopes are often unmet in reality (Widiyawati et al., 2025).



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According to (Badan Pusat Statistika, 2021), Generation Z accounts for 27.94% of Indonesia's population, while Millennials account for 25.87%, both considered key to Indonesia's economic growth. Globally, over 2 billion people born between 1997 and 2009 are projected to make up 30% of the workforce by 2025 (World Economic Forum, 2021). Having grown up with technology and social media, Gen Z employees often communicate through online platforms like Zoom. This digital familiarity means they might encounter traditional forms of ostracism and digital exclusion, such as being left out of virtual meetings (Lazányi & Bilan, 2017). When social and emotional needs are unmet, like being ignored or excluded, these individuals may experience increased stress, lower motivation, and disengagement (Saraiva & Nogueiro, 2025). Despite their increasing presence and importance in the labor market, research on workplace ostracism among Indonesian Gen Z workers remains scarce (Widiyawati et al., 2025).

Given the negative effects of workplace ostracism, accurately measuring this construction is crucial from a theoretical perspective. The Ostracism Need-Threat Model (Williams, 2009) explained that being ignored or excluded threatens fundamental psychological needs like belonging, self-esteem, control, and meaningful existence. Since these experiences are often subtle and based on individual perceptions rather than observable behaviors, reliable psychometric tools are necessary for precise assessment. Consequently, validating existing measures of workplace ostracism across different cultural and generational groups is vital for ensuring their validity and reliability. The original Workplace Ostracism Scale, created by (Ferris et al., 2008), consists of 10 items and is a unidimensional self-report tool designed to measure employees' experiences of being intentionally ignored or excluded at work. Data from six independent samples showed strong psychometric properties, including high internal consistency and robust evidence of criterion, convergent, and discriminant validity. The scale also demonstrated good associations with employees' basic needs, psychological well-being, job attitudes, performance, and withdrawal behaviors, confirming its reliability and validity for studying workplace ostracism and its impact (Ferris et al., 2008).

Furthermore, Colledani et al. (2025) validated the Italian version of the Workplace Ostracism Scale with 653 employees from various organizations in Italy, confirming unidimensional factors and variance across gender and age. In a nearby region, 441 Italian employees recruited via Prolific Academic found the same scale reliable ( $\alpha = .96$ ) (Valenti & Faraci, 2025). Results indicated that workplace ostracism negatively correlates with work engagement, altruism, and performance, and positively correlates with basic need frustration. Similarly, a validation study for the Workplace Ostracism Scale was conducted in India's IT sector with 403 employees, demonstrating strong psychometric properties, including high internal consistency (Cronbach's  $\alpha = .92$ ), and a positive relationship with burnout (Shinde, 2025). Another study from (Kamboj & Garg, 2022) with 350 IT employees in India, recruited through convenience sampling, confirmed the scale's reliability ( $\alpha = .92$ ). In Turkey, the scale was tested across two groups ( $n = 669$  and  $n = 427$ ), yielding reliability coefficients of  $\alpha = .942$  and  $\alpha = .937$ , respectively, with these results further corroborated in a two-sample study (Study 1:  $N=337$ , Study 2:  $N=348$ ), both demonstrating high reliability (Çalışkan & Pekkan, 2020; Karakiraz et al., 2023). The cross-cultural adaptation and psychometric evaluation of this instrument across different cultures over time not only confirmed its reliability and validity but also facilitated cross-cultural comparison and identification of relevant factors. However, applying the scale in different cultural contexts requires consideration of linguistic and cultural differences to avoid construct validity failure, as different cultural norms and interpersonal behaviors can affect validity (Cha et al., 2007; Cruchinho et al., 2024). Li et al. (2021) also found that the impact of workplace ostracism varies between collectivist and individualist cultures, highlighting the need for specific validation in each cultural setting. They explored that the effect of workplace ostracism is different across collectivist and individualist cultures, which required specific validation.

**Table 1.** Translated Versions of the Workplace Ostracism Scale (2020-2025).

Authors	Country	Language	Sample size	Reliability
Colledani et al. (2025)	Italy	Italian	653 employees	.87
Valenti & Faraci (2025)	Italy	Italian	441 Italian employees	.96
Shinde, (2025)	India	Indian	403 IT sector employees	.092
Kamboj & Garg (2022)	India	Indian	350 IT sector employees	.92
Çalışkan & Pekkan (2020)	Türkiye	Turkish	Group 1: $n = 669$ Group 2: $n = 427$	.942
Karakiraz et al. (2023)	Türkiye	Turkish	Study 1: 337 Employees Study 2: 348 Employees	.91 .88

## 1.1. Research Gap

### 1.1.1. Measurement Gap

There is no formally validated Indonesian-language version of the Workplace Ostracism Scale for Gen Z employees. However, the original Workplace Ostracism Scale demonstrated strong reliability and validity in prior studies conducted in Western and international contexts (Ferris et al., 2008; Williams, 2007). Nevertheless, empirical evidence on the psychometric validation of an Indonesian-language version remains limited. Given potential linguistic and cultural differences, it is necessary to examine whether the original factor structure and reliability of the WOS are retained in the Indonesian context.

### 1.1.2. Generational Gap

Studies rarely examine Gen Z as a distinct population, as most research focuses on mixed-age or older samples. Because each generation develops unique values and behavioral patterns shaped by the period in which they were born (Abubakar et al., 2018; Mueller et al., 2011), their perceptions of and responses to workplace mistreatment are likely to differ (Joshi et al., 2011). Therefore, because this study specifically focuses on Generation Z employees, it is important to validate the Workplace Ostracism Scale within this generational cohort to ensure its suitability for this population.

### 1.1.3. Cultural Gap

The Workplace Ostracism Scale has been widely validated in Western contexts; however, it remains unclear whether its items convey the same meaning in collectivist cultures, where loyalty, group harmony, and power hierarchy shape daily interactions. Research suggests that workplace ostracism may be experienced differently across cultural contexts. Cultural values such as collectivism influence how individuals interpret and respond to social exclusion, as maintaining group belonging and relational harmony is strongly emphasized (M. Li et al., 2021). Moreover, meta-analytic evidence indicates that national cultural values can moderate the effects of workplace ostracism, suggesting that its meaning and impact may vary across cultures (M. Li et al., 2021).

## 1.2. Purpose of the Study

The purpose of our study is to validate the original 10-item Workplace Ostracism Scale (WOS) developed by Ferris et al. (2008) for assessing workplace ostracism among Generation Z employees in the Indonesian context. For this validation, we conducted a systematic back-to-back translation and psychometric analyses, including tests of factor structure, reliability, and validity, to ensure that the scale is linguistically and culturally appropriate. The cross-cultural validation of the WOS will provide a reliable tool for addressing workplace ostracism in Indonesian workplaces, while also supporting contributions to international research. Furthermore, the validation of this research instrument will make a significant contribution to the existing literature on Generation Z in the workplace and help address issues such as social inclusion and employee well-being in Indonesia's collectivist culture.

## 2. Research Methods

### 2.1. Translation

In Phase 01, two professional and certified translators were engaged to translate the workplace ostracism scale Ferris et al., (2008) from English to Indonesian. The translation was carried out by Panacea Translation Services Group International (PTSGI), a leading language service provider affiliated with CSA Research, ranked fifth globally. The goal of choosing a reputable translation company was to ensure a high-quality translation process, minimize subjective bias, and preserve the conceptual meaning between the original English version and the Indonesian translation. In Phase 2, three native Indonesian speakers with professional-level English skills independently reviewed the translated questionnaire. They then back-translated it into English, and their version was compared to the original to verify semantic accuracy, conceptual equivalence, and clarity across languages. Phase 3 involved the translation team comparing the original and back-translated versions to assess semantic and conceptual equivalence. Any discrepancies were discussed and resolved collectively, resulting in a preliminary Indonesian version that retained all 10 items from the original Workplace Ostracism Scale. This final version was then tested on a sample of 12 Generation Z participants for readability. The goal was to evaluate the clarity, understanding, and suitability of the wording for the target age group. Participant feedback was carefully reviewed, and minor wording adjustments were made to improve clarity while maintaining the original meaning. Special attention was given to phrasing related to subtle and indirect

exclusion, such as "mengabaikan" (ignored) in WOS1, "sapaan saya tidak dijawab" (my greeting was not answered) in WOS3, and "tidak memandang saya" (did not look at me) in WOS6, which were discussed thoroughly by the translation team. In collectivist and high-context cultures such as Indonesia, social behaviors are often interpreted in situational and normative contexts rather than solely by individual intent (Kwantes et al., 2025). After these revisions, the final Indonesian scale retained the same 10 items as the original and was used for the final psychometric validation.

## 2.2. Instrument

Workplace ostracism was assessed with the Workplace Ostracism Scale (WOS) created by (Ferris et al., 2008). This tool includes 10 items that evaluate how employees perceive being ignored, excluded, or avoided at work. Participants responded using a 7-point Likert scale from 1 (Strongly disagree) to 7 (Strongly agree).

## 2.3. Ethical Approval

Ethical approval for this research was granted by the Faculty of Psychology at Universitas Indonesia (279/FPsi.Komite Etik/PDP.04.00/2025). All procedures followed the standards set by the institutional review board, and informed consent was secured from every participant prior to data collection.

## 2.4. Samples and data Collection procedure

Participants were Indonesian Generation Z individuals with at least 6 months of work experience and a minimum of senior high school education (SMA/SMK) or equivalent. Data was collected via an online questionnaire administered through Google Forms. A purposive snowball sampling approach was employed, in which the survey link was shared among employees at local restaurants, educational institutions, and other workplaces, encouraging participants to forward it to eligible colleagues. The final sample comprised 198 respondents, which is deemed sufficient for factor analysis. Methodological guidelines suggest a participant-to-item ratio of about 10:1 for exploratory factor analysis (Costello & Osborne, 2005). Since the Workplace Ostracism Scale has 10 items, this sample size exceeds the recommended threshold. Furthermore, confirmatory factor analysis generally requires 150 to 200 participants to obtain stable parameter estimates (Wolf et al., 2013), supporting the adequacy of this sample. However, snowball sampling may introduce bias, as participants are recruited through social networks, potentially limiting how representative the sample is (Ahmed, 2024; Ting et al., 2025).

## 2.5. Data Analysis

Descriptive statistical analyses were initially performed to summarize participants' demographic data, including age, gender, education level, and work experience. Factor analysis was employed to explore the underlying structure of the measurement instrument. An exploratory factor analysis (EFA) was conducted to identify the latent factor structure of the items, with sample adequacy assessed using the Kaiser–Meyer–Olkin (KMO) measure and Bartlett's Test of Sphericity. The analysis was carried out using IBM SPSS Statistics version 26. Since prior research conceptualizes workplace ostracism as a unidimensional construct, a single-factor structure was anticipated (Ferris et al., 2008). Following the EFA, confirmatory factor analysis (CFA) was performed in IBM SPSS AMOS 28 to validate the identified factor structure. CFA aimed to evaluate the measurement model by analyzing factor loadings, error terms, and overall fit, assessed with indices like  $\chi^2$ , CFI, NFI, SRMR, and RMSEA. Modification indices were considered only when theoretically justified, using the same dataset for both EFA and CFA. Although some researchers argue that conducting EFA and CFA on the same dataset (the whole-sample strategy) can increase the risk of capitalizing on chance, it is often deemed acceptable for preliminary validation with moderate sample sizes, especially when the sample exceeds 1,000 cases (Zhou, 2022).

## 2.6. Theoretical Implications

This study adds to the workplace ostracism literature by validating the WOS in a collectivist cultural setting and among a unique generational group. It specifically targets Generation Z employees, filling a research gap that typically focuses on mixed or older samples. From a theoretical standpoint, the study advances cross-cultural psychometric validation by testing whether the workplace ostracism construct remains conceptually and measurement-wise consistent in the Indonesian collectivist context. Since psychological constructs often vary across cultures due to different experiences of Western-developed ideas, cross-cultural validation is crucial. The findings show that the WOS maintains a stable factor structure and strong psychometric qualities with Indonesian Generation Z employees, thereby supporting the wider applicability of workplace ostracism as a significant organizational concept across diverse cultural backgrounds.

### 2.6.1. Practical Implications

From a practical standpoint, the validated Indonesian WOS offers organizations, HR practitioners, and researchers a dependable tool to evaluate workplace ostracism among young employees. Considering Generation Z's greater sensitivity to social inclusion and interpersonal dynamics, early detection of ostracism can help organizations develop targeted strategies to enhance employee well-being, engagement, and retention. In Indonesia's organizational culture—marked by collectivist values, high-context communication, and respect for hierarchy—ostracism may manifest in subtle and indirect ways, such as lack of acknowledgment, exclusion from informal interactions, or restricted access to information. These behaviors can often be mistaken for normal workplace interactions, making them less noticeable to supervisors and HR personnel. The Indonesian Workplace Ostracism Scale allows HR managers to systematically document these experiences while differentiating between standard situational communication and actual social exclusion.

HR departments can incorporate the Indonesian Workplace Ostracism Scale into routine employee surveys, psychosocial risk assessments, and onboarding processes to detect early signs of social exclusion at both individual and team levels. This data can guide evidence-based HR strategies, such as providing inclusive leadership training for managers, standardizing team communication methods, and creating HR policies that encourage psychological safety and fairness. On an organizational scale, aggregated results from the Workplace Ostracism Scale can assist in strategic HR decisions aimed at cultivating inclusive work environments, especially in hierarchical settings where employees might hesitate to report exclusion, thereby helping HR shift from reacting to issues to proactively prevent workplace ostracism.

## 3. Results and Discussion

### 3.1. Results

#### 3.1.1. Demographics of Participants

A total of 224 responses were initially gathered. During screening and data cleaning, responses from participants outside the Generation Z age range were excluded to ensure the sample matched the target group. Responses exhibiting straight-lining—where the same answer was chosen for all items—were also removed, indicating a lack of attention to the questionnaire. Additionally, responses with missing data were discarded. After these procedures, 198 valid responses remained for analysis. All participants belonged to Generation Z, with most aged 18–20 years (60.6%), followed by ages 21–23 (22.2%), 24–26 (10.1%), and 27–28 (7.1%). Males represented 60.1% of the sample, females 39.9%. Regarding education, respondents' current enrollment level was recorded, mostly in bachelor's programs (67.7%), followed by diploma students (14.1%), high school students (15.7%), and a small percentage in master's programs (2.5%). Most had 6 months to 1 year of work or internship experience (70.7%), with others having 1–2 years (13.6%), over 3 years (10.6%), or 2–3 years (5.1%). Overall, the sample consists of young Generation Z individuals, early in their careers, mainly engaged in undergraduate studies alongside work or internships. Additional details are available in Table 2.

**Table 2.** Demographic Characteristics of Respondents.

Variables	Categories	Frequency (n)	Percentage (%)
Age	18–20 years	120	60.6
	21–23 years	44	22.2
	24–26 years	20	10.1
	27–28 years	14	7.1
Gender	Male	119	60.1
	Female	79	39.9
Education Level	Enrolled in Bachelor's Degree (S1)	134	67.7
	Enrolled in Master's Degree (S2)	5	2.5
	Diploma (D1/D2/D3)	28	14.1
	Senior High School (SMK/SMA)	31	15.7
Work/ Internship Experience	6 months – 1 year	140	70.7
	1 – 2 years	27	13.6
	2 – 3 years	10	5.1
	More than 3 years	21	10.6
<b>Total</b>		<b>198</b>	<b>100.0</b>

### 3.1.2 Exploratory Factor Analysis

The exploratory factor analysis confirmed that the data were highly suitable for factor extraction, with a Kaiser-Meyer-Olkin (KMO) value of .929, exceeding the minimum recommended .60 and indicating excellent sampling adequacy (Kaiser & Rice, 1974; Kamboj & Garg, 2022). Bartlett’s Test of Sphericity was significant ( $\chi^2 = 1222.470$ ,  $df = 45$ ,  $p < .001$ ), showing that item correlations were sufficient for factor analysis (Howard, 2016; Watkins, 2021). The eigen-value analysis identified a single factor with a value of 5.842, explaining 58.42% of the total variance. This exceeds typical social science standards, suggesting one main underlying construct and supporting the unidimensional structure of the Workplace Ostracism Scale in the cultural context (Yaakobi & Williams, 2016). All items had factor loadings above .50, indicating acceptable practical significance and good representation of the latent constructs (Cheung et al., 2023). Although some items had lower communalities, the overall loading pattern supported retaining all items for confirmatory factor analysis (CFA), in line with scale adaptation guidelines. Table 3 displays the factor loadings, reliability, AVE, and convergent validity indices (Costello & Osborne, 2005). The factor loadings, reliability, AVE, and convergent validity indices are presented in Table 3.

**Table 3.** Factor Loadings, Convergent Validity, and Reliability of the Workplace Ostracism Scale.

Item Codes	Items	Factor Loadings	Cronbach’s alpha	CR	AVE
WOS1	Orang lain mengabaikan saya di tempat kerja.	.579	.912	.919	.540
WOS2	Orang lain meninggalkan ruangan saat saya memasuki ruang kerja.	.776			
WOS3	Sapaan saya tidak dijawab di tempat kerja.	.628			
WOS4	Saya terpaksa duduk sendirian di ruang makan yang ramai di tempat kerja.	.692			
WOS5	Orang lain menghindari saya di tempat kerja.	.829			
WOS6	Saya memperhatikan bahwa orang lain tidak memandang saya di tempat kerja.	.837			
WOS7	Orang lain menghentikan percakapan mereka ketika saya akan terlibat.	.833			
WOS8	Orang lain menolak untuk berbicara dengan saya di tempat kerja.	.888			
WOS9	Orang lain di tempat kerja memperlakukan saya seolah-olah saya tidak ada di sana.	.877			
WOS10	Orang lain di tempat kerja tidak mengajak saya atau bertanya apakah saya menginginkan sesuatu ketika mereka pergi istirahat.	.627			

WOS = Workplace Ostracism Scale, CR = Composite Reliability, AVE = Average Variance Extracted

#### 3.1.2.1. Reliability of the Scale

The reliability analysis showed that the Workplace Ostracism Scale has excellent internal consistency, with a Cronbach’s alpha of .912 (Nur & Renanita, 2025) for the 10 items listed in Table 03. This exceeds the typical minimum acceptable level of .70 (Han & Abdul Rahman, 2025), and even surpasses the .80 standard for good reliability in behavioral and psychological research (Cheung et al., 2023). Alpha values over .90 are usually seen as indicating high reliability, meaning the items reliably measure the same construct and are strongly correlated (Zare et al., 2025).

#### 3.1.2.2. Confirmatory Factor Analysis

The confirmatory factor analysis indicated a satisfactory model fit. Although the chi-square statistic was significant ( $\chi^2 = 72.339$ ,  $df = 34$ ,  $p < .001$ ), this is a common issue because the chi-square is sensitive to sample size. Alternative fit indices, however, clarified the model’s adequacy (Gillam et al., 2021; Sathyanarayana & Mohanasundaram, 2024). The normed chi-square ratio ( $\chi^2/df = 2.13$ ) was below the typical cutoff of 3.0, indicating a good fit (Pan et al., 2024). Incremental fit indices showed strong results, with CFI = .968 and NFI = .942, both above the .90 minimum standard (Marrero et al., 2020). The RMSEA value of .076 was within the acceptable range of  $< .08$  (Islami & Renanita, 2025; Xia & Yang, 2019). The Standardized RMR (SRMR = .039) demonstrated excellent residual fit, well below the .05 threshold (Dindorf et al., 2025; Gürel et al., 2024). Additionally, a covariance was added between the error terms of WOS4 and WOS5 due to their highly similar content. Overall, these results suggest the measurement model fits the data well. The goodness-of-fit indices for the confirmatory factor analysis are summarized in Table 4.

**Table 4.** Confirmatory Factor Analysis.

Models	$\chi^2$	Df	$\chi^2/df$	CFI	NFI	RMSEA	SRMR
Single-factor model	72.34***	34	2.13	.968	.942	.076	.039

$\chi^2$  = Chi-square statistic, **Df** = Degrees of freedom,  $\chi^2/df$  = Normed chi-square (Chi-square divided by degrees of freedom), **CFI** = Comparative Fit Index, **NFI** = Normed Fit Index, **RMSEA** = Root Mean Square Error of Approximation, **SRMR** = Standardized Root Mean Square Residual

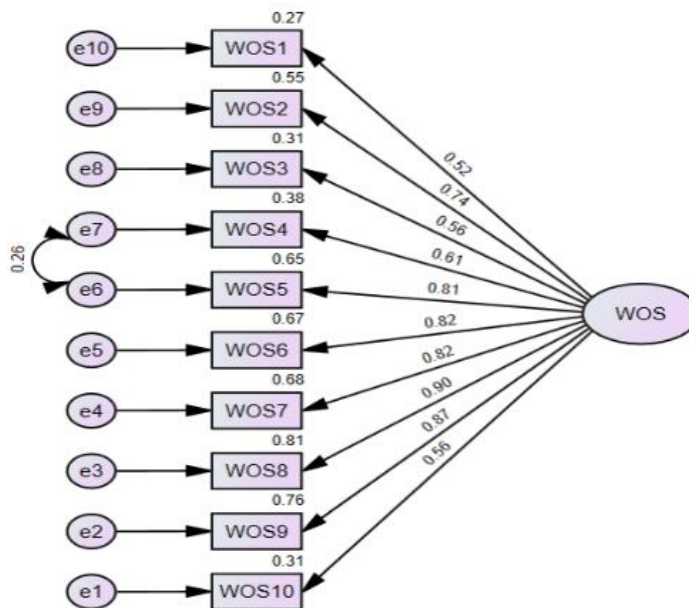


Figure 1. Confirmatory Factor Analysis Model

### 3.1.2.3. Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted (AVE) and Composite Reliability (CR). The AVE for the Workplace Ostracism construct was .540, surpassing the recommended .50 threshold, (Hair et al., 2019) indicating it accounts for more than half of the variance in its indicators. Additionally, the CR value of .919 was significantly higher than the minimum required of .70, showing strong internal consistency (Rasool et al., 2021). These findings confirm that the Workplace Ostracism construct has adequate convergent validity.

$$AVE(X) = \frac{\sum_{i=1}^p \lambda_i^2}{\sum_{i=1}^p \lambda_i^2 + \sum_{i=1}^p Var(\epsilon_i)} = \frac{1}{p} \left( \sum_{i=1}^p \lambda_i^2 \right), \quad CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum (1 - \lambda_i^2)}, \tag{1}$$

(Cheung et al., 2023)

## 3.2. Discussion

This study adapted and translated the Workplace Ostracism Scale (WOS) for Indonesian Generation Z employees, a group increasingly entering the workforce with unique socio-psychological traits. With Generation Z making up about 27.9% of Indonesia’s population and becoming dominant in the service and manufacturing sector (Siregar et al., 2023), developing a valid measure of workplace ostracism for this demographic is essential. Like prior validation studies in Western and Asian settings, our results support the WOS's unidimensional structure, reliability, and validity, while offering culturally relevant insights for young Indonesian workers. Cross-cultural research shows that workplace ostracism is a universal phenomenon that varies by context (Wu et al., 2012). For instance, studies in the US and Canada link ostracism to emotional exhaustion, job satisfaction, and turnover intentions (Howard, 2016; M. Li et al., 2021). While research in China, South Korea, and Malaysia finds connections to psychological distress, lower organizational citizenship behaviors, and increased turnover intentions (Vui-Yee & Yen-Hwa, 2020; Wang et al., 2023; Wu et al., 2012). These findings align with emerging evidence on Generation Z, who often report difficulty maintaining focus, waning enthusiasm, lower motivation, and anxiety when tackling new tasks (Nugrohojati & Linando, 2025) The scale’s convergent validity was confirmed by composite reliability and average variance extracted values surpassing the recommended thresholds Fornell & Larcker, (1981), as shown in Table 3. Overall, this study demonstrates that Indonesian Gen Z workers interpret and respond to ostracism items consistently and meaningfully, supporting the WOS's applicability in assessing exclusion experiences within this growing workforce segment.

The results of the exploratory factor analysis showed that the Indonesian version of the WOS measures a single, underlying construct, aligning with Ferris et al.'s (2008) original framework.

The very high KMO value (.929) and the significant Bartlett's Test indicate strong inter-item correlations and sampling adequacy, suggesting that the Gen Z sample was appropriate for factor analysis. A prominent factor with an eigenvalue of 5.842, accounting for 58.42% of the total variance, confirms the scale's one-dimensionality. All items had factor loadings above 0.50, demonstrating acceptable practical significance. Although some items had smaller communalities, their loading patterns were consistent, supporting the retention of all ten items. Notably, item 1 had the lowest factor loading, while item 8 showed the highest. This pattern is understandable in a cross-cultural validation context because being "ignored" can be ambiguous and may result from situational or culturally normative communication styles rather than intentional exclusion, especially in high-context cultures. Conversely, refusing to communicate, as in item 8, reflects a clearer form of ostracism. Variations in item loadings may be due to cultural differences in interpreting behavioral cues He & van de Vijver (2012) rather than indicating weaknesses in the scale's psychometric properties in cross-cultural settings (Cheung et al., 2023).

Confirmatory factor analysis further supported the robustness of the measurement model. All fit indices indicated a good model fit, though the chi-square remained significant as expected given the sample size. These results show that the structure of the Workplace Ostracism Scale remains stable when used with an Indonesian Gen Z workforce, aligning with validation efforts in younger populations. Additionally, a localized adjustment added covariance between WOS4 and WOS5, suggesting that Indonesian Gen Z respondents may see behaviors like being forced to sit alone or being avoided by coworkers as closely related forms of exclusion. This overlap is culturally understandable, influenced by collectivist values, group dynamics, and a strong desire for social belonging, which persists even among younger workers who are increasingly connected globally.

Reliability results demonstrated excellent internal consistency, with high Cronbach's alpha and Composite Reliability values that surpass accepted thresholds. These findings suggest that Indonesian Gen Z respondents view ostracism-related behaviors as part of a single psychological construct. With an AVE of .540, which exceeds the minimum .50 standard, convergent validity is confirmed, indicating that the indicators effectively reflect the underlying concept. Discriminate validity was not evaluated, as the measurement model only included one latent construct, and testing for discriminant validity requires at least two constructs for comparison of shared and unique variance (Farrell, 2010; Fornell & Larcker, 1981). Consequently, assessing discriminant validity was not applicable here. Our results align with prior validation studies of the Workplace Ostracism Scale in various cultural environments. For example, the Italian validation affirmed the scale's unidimensional structure and reliable psychometric properties (Valenti & Faraci, 2025). Similarly, the Turkish adaptation showed high internal consistency and a single-factor model (Çalışkan & Pekkan, 2020). Evidence from India also indicated excellent reliability and acceptable CFA fit indices, supporting the scale's cross-cultural validity (Shinde, 2025).

This study has limitations despite its contributions. First, the validation of the Workplace Ostracism Scale was only tested with Generation Z employees, meaning the results and psychometric properties are specific to this group and may not apply to other generations like Millennials or future cohorts, who may differ in workplace expectations, communication styles, and views on social exclusion. Second, the research was conducted within the Indonesian cultural context, where norms around collectivism, social harmony, and interpersonal relationships could influence perceptions and experiences of workplace ostracism. Therefore, the scale's validity and reliability might not transfer to Generation Z populations in other countries without additional cross-cultural validation. Future research should explore the scale's applicability across different cultures and nations. The third limitation is that discriminant validity was not assessed; while the scale showed a clear one-factor structure and reliability, related constructs such as depression or social isolation were not included, making it impossible to verify whether the scale measures a distinct psychological construct. Future studies should incorporate related variables to properly test discriminant validity. The fourth limitation is that both exploratory and confirmatory factor analyses were performed on the same sample due to limited sample size. Using the same sample for both EFA and CFA is generally considered undesirable (Lorenzo-Seva, 2022) It may increase the risk of model overfitting(Zhou, 2022). Future research with larger samples should use split-sample or independent validation methods to confirm the stability of the factor structure.

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#### AI Declaration

Grammarly was used as an AI-assisted writing tool to support grammar correction, language clarity, and paraphrasing during manuscript preparation. All content was reviewed and verified by the authors.

#### Author Contributions

**Conceptualization:** First Author (lead), Second Author (Supervisor), **Methodology:** First Author (design and implementation), Second Author (methodological guidance), Third Author (input and refinement) **Writing**—original draft preparation: First Author. **Writing**—review and editing: First Author (major revisions), Second Author (critical academic review), Third Author (language and content refinement) **Visualization:** First Author (figures, tables, and model presentation), Third Author (formatting support)

#### Conflict of interest

All authors declare that they have no conflicts of interest.

#### Data availability

Data is available upon request.

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## 4. Conclusion

This study aimed to translate, adapt, and validate the Workplace Ostracism Scale (WOS) for Indonesian Generation Z employees. Results strongly support that the Indonesian WOS maintains the original unidimensional structure from Ferris et al., (2008) and exhibits excellent psychometric qualities in this cultural and generational context. Both exploratory and confirmatory factor analyses show that workplace ostracism is viewed as a single, coherent construct among Indonesian Gen Z workers. High reliability and satisfactory convergent validity indicate the scale reliably and accurately measures experiences of workplace exclusion. Overall, these findings confirm that the adapted WOS is a reliable and suitable tool for assessing workplace ostracism in Indonesian organizational environments.

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