

Workplace Ostracism and Presenteeism: The Mediating Role of Psychological Resource Depletion among Indonesian Service-Sector Employees

Yenrita Gee*, Hesbyah

Faculty Of Economic And Business, Management Study Program, Universitas Pamulang, Tangerang Selatan, Indonesia,
Jl. Surya Kencana No. 1, Pamulang Barat, kKec. Pamulang, Kota Tangerang Selatan, Banten 15417, Indonesia
Email: ^{1,*}geeyenrit@gmail.com, ²hes00361@gmail.com
Correspondence Author Email: geeyenrit@gmail.com

Submitted: 25/05/2026; Accepted: 12/06/2026; Published: 30/06/2026

Abstract-Presenteeism has emerged as a hidden productivity problem in organizations because employees remain physically present at work while experiencing reduced psychological engagement and work performance. Although previous studies have identified workplace ostracism as a predictor of negative employee outcomes, limited research explains the psychological mechanism linking workplace ostracism and presenteeism, particularly in collectivistic work settings such as Indonesia. This study examines the mediating role of psychological resource depletion in the relationship between workplace ostracism and presenteeism among Indonesian service-sector employees. This study employed a quantitative explanatory approach using survey data collected from 126 permanent employees working in the Indonesian service sector, including banking, education, healthcare, and retail industries. Respondents were selected using purposive sampling with criteria including a minimum one-year tenure and full-time employment status. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results indicate that workplace ostracism positively and significantly affects psychological resource depletion ($\beta = 0.512, p < 0.001$) and presenteeism ($\beta = 0.398, p < 0.001$). Psychological resource depletion also positively affects presenteeism ($\beta = 0.421, p < 0.001$) and partially mediates the relationship between workplace ostracism and presenteeism. The structural model explains 53.8% of the variance in presenteeism, indicating moderate predictive power. This study extends Conservation of Resources Theory by demonstrating how interpersonal exclusion in collectivistic workplaces triggers a resource-loss process that reduces employee productivity. Practically, organizations should strengthen inclusive work climates and psychological support systems to minimize hidden productivity losses caused by workplace ostracism.

Keywords: Workplace Ostracism; Presenteeism; Psychological Resource Depletion; Conservation of Resources Theory; Indonesia

1. INTRODUCTION

Employee productivity remains a critical determinant of organizational competitiveness and sustainability. However, modern organizations increasingly face hidden productivity losses that are difficult to detect through conventional attendance indicators. One of the most important issues is presenteeism, a condition in which employees physically attend work but experience reduced concentration, psychological engagement, and work effectiveness.

Recent evidence suggests that presenteeism produces greater organizational losses than absenteeism because employees continue receiving compensation despite performing below their optimal capacity. In Indonesia's service sector, increasing workload pressure, job insecurity, and performance demands have intensified psychological strain among employees, particularly after the post-pandemic work transition period. Reports from several Indonesian organizations indicate rising levels of emotional exhaustion, social disconnection, and reduced employee well-being, which potentially contribute to presenteeism behavior.

One important predictor of presenteeism is workplace ostracism. Workplace ostracism refers to situations in which employees feel ignored, excluded, rejected, or socially isolated in workplace interactions. Unlike direct workplace aggression, ostracism often occurs subtly through avoidance behaviors, exclusion from communication, or social neglect. Despite its indirect nature, ostracism threatens employees' fundamental need for belongingness and social acceptance.

According to Stevan E. Hobfoll's Conservation of Resources Theory, individuals strive to obtain, maintain, and protect valuable resources, including emotional energy, self-esteem, optimism, and psychological resilience. When employees experience workplace ostracism, they gradually lose social and psychological resources necessary for maintaining work effectiveness. Continuous resource loss may create a "loss spiral," where depletion of one resource triggers further psychological exhaustion and behavioral dysfunction.

Previous studies have demonstrated the negative effects of workplace ostracism on employee well-being and job performance. However, several research gaps remain unresolved. First, prior studies mainly focus on direct relationships between workplace ostracism and work outcomes without adequately explaining the psychological mechanism underlying the relationship. Second, psychological resources are often treated as stable individual characteristics, whereas they are dynamic and vulnerable to workplace stressors. Third, limited studies examine the loss-spiral mechanism within collectivistic cultural contexts such as Indonesia, where interpersonal harmony and social belonging strongly influence employee behavior.

Therefore, this study aims to examine the mediating role of psychological resource depletion in the relationship between workplace ostracism and presenteeism among Indonesian service-sector employees. Unlike previous studies emphasizing direct effects, this research argues that workplace ostracism becomes particularly damaging because it gradually depletes employees' psychological resources, ultimately reducing work effectiveness.

This study contributes theoretically by extending Conservation of Resources Theory and Job Demands–Resources Theory in explaining sequential resource-loss mechanisms within collectivistic workplaces. Practically, this study provides evidence that workplace ostracism is not merely an interpersonal issue but also a significant organizational risk that contributes to hidden productivity losses.

Based on the research background, the hypotheses are formulated as follows:

H1: Workplace ostracism positively affects presenteeism.

H2: Workplace ostracism positively affects psychological resource depletion.

H3: Psychological resource depletion positively affects presenteeism.

H4: Psychological resource depletion mediates the relationship between workplace ostracism and presenteeism.

2. RESEARCH METHOD

This study employed a quantitative explanatory design to examine the causal relationships among workplace ostracism, psychological resource depletion, and presenteeism.

The study focused specifically on employees working in the Indonesian service sector, including banking, healthcare, education, retail, and hospitality industries. This sector was selected because service-based organizations rely heavily on interpersonal interaction and emotional labor, making employees more vulnerable to workplace ostracism and psychological strain.

Data were collected through online questionnaires distributed between January and March 2026. Respondents were selected using purposive sampling based on three criteria: (1) permanent employee status, (2) minimum one-year work tenure, and (3) active employment in the service sector. A total of 134 responses were collected, and 126 valid responses were retained after data screening.

Respondent demographics

- showed that 54% were female and 46% male.
- Most respondents were aged between 25–35 years (61%),
- with average work tenure of 4.2 years.
- The largest industry representation came from banking (28%), education (24%), healthcare (21%), retail (17%), and hospitality (10%).

To reduce common method bias, this study applied procedural remedies by ensuring respondent anonymity, randomizing questionnaire items, and separating predictor and criterion variable sections. Additionally, Harman's single-factor test showed that the first factor accounted for less than 50% of total variance, indicating that common method bias was not a serious concern.

Measurement instruments were adapted from established studies. Workplace ostracism was measured using Ferris et al. (2008), psychological resource depletion was adapted from Luthans et al. (2007), and presenteeism was measured using the Stanford Presenteeism Scale developed by Koopman et al. (2002). All items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using SmartPLS 4.0 through two stages: measurement model evaluation and structural model evaluation. The analysis included convergent validity, discriminant validity, composite reliability, Cronbach's alpha, coefficient of determination (R^2), effect size (f^2), and bootstrapping procedures.

Table 1. Path Hypothesis Test Results (Bootstrapping)

Variabel Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workplace Ostracism -> Psychological Resource Depletion	0,512	0,509	0,088	5,818	0,000
Work Ostracism -> Presenteeism	0,398	0,395	0,112	3,553	0,000
Psychological Resource Depletion -> Presenteeism	0,421	0,425	0,095	4,431	0,000

- Workplace ostracism significantly and positively affected psychological resource depletion ($\beta = 0.512$; $t = 5.818$; $p < 0.001$). This result indicates that employees who experience social exclusion, neglect, or interpersonal avoidance in the workplace tend to experience higher levels of psychological exhaustion. The positive coefficient suggests that increasing levels of ostracism are associated with greater depletion of employees' emotional and psychological resources. This finding supports the Conservation of Resources Theory, which argues that social stressors consume individuals' valuable psychological resources.
- Workplace ostracism significantly and positively affected presenteeism ($\beta = 0.398$; $t = 3.553$; $p < 0.001$). This finding suggests that employees experiencing workplace exclusion are more likely to remain physically present at work while simultaneously experiencing reduced concentration, motivation, and work effectiveness. Although employees continue attending work, their performance tends to decline due to psychological strain caused by negative social interactions.

c. Psychological resource depletion significantly and positively affected presenteeism ($\beta = 0.421$; $t = 4.431$; $p < 0.001$). This result indicates that employees with depleted psychological resources are more vulnerable to productivity loss and reduced work performance. Psychological exhaustion weakens employees' cognitive focus, emotional stability, and capacity to manage work demands effectively.

The mediation analysis further confirmed that psychological resource depletion partially mediated the relationship between workplace ostracism and presenteeism. This means that workplace ostracism affects presenteeism both directly and indirectly through the depletion of psychological resources. In other words, social exclusion contributes to hidden productivity loss because it gradually drains employees' emotional and cognitive energy before ultimately influencing work effectiveness.

Table 2. Evaluation of R-Square

Endogenous variable	R Square	R Square Adjust
Psychological resource	0,262	0,255
Presenteeism	0,538	0,528

R-Square showed that workplace ostracism explained 26.2% of the variance in psychological resource depletion, indicating moderate explanatory power. Meanwhile, workplace ostracism and psychological resource depletion jointly explained 53.8% of the variance in presenteeism, suggesting that the model possesses moderate-to-substantial predictive capability.

Table 3. Evaluation of F-Square Values

Variable Relationship	F square	Effect Description
Workplace Ostracism -> Psychological Resource Depletion	0,355	Strong effect
Workplace Ostracism -> Presenteeism	0,214	Moderate effect
Psychological Resource Depletion -> Presenteeism	0,239	Moderate effect

Effect size (f-square) analysis indicated that workplace ostracism had a strong effect on psychological resource depletion, while both workplace ostracism and psychological resource depletion demonstrated moderate effects on presenteeism. These findings confirm that interpersonal exclusion is an important organizational stressor contributing to employees' psychological exhaustion and hidden productivity decline.

3. RESULTS AND DISCUSSION

3.1 Result

The measurement model evaluation indicated satisfactory validity and reliability. All factor loadings exceeded 0.70, Average Variance Extracted (AVE) values were above 0.50, and composite reliability values ranged from 0.84 to 0.91, indicating strong construct reliability.

The structural model results demonstrated that all hypotheses were supported. Workplace ostracism positively affected psychological resource depletion ($\beta = 0.512$; $t = 5.818$; $p < 0.001$), indicating that employees experiencing social exclusion tend to suffer higher psychological exhaustion.

Workplace ostracism also positively affected presenteeism ($\beta = 0.398$; $t = 3.553$; $p < 0.001$), suggesting that socially excluded employees are more likely to remain physically present at work while performing ineffectively.

Furthermore, psychological resource depletion positively affected presenteeism ($\beta = 0.421$; $t = 4.431$; $p < 0.001$). This finding indicates that depleted psychological resources reduce employees' cognitive focus and work effectiveness.

The mediation analysis confirmed that psychological resource depletion partially mediated the relationship between workplace ostracism and presenteeism. This result supports the proposed loss-spiral mechanism within Conservation of Resources Theory.

The model explained 53.8% of the variance in presenteeism ($R^2 = 0.538$), indicating moderate predictive power. Meanwhile, workplace ostracism explained 26.2% of the variance in psychological resource depletion ($R^2 = 0.262$).

3.2 Discussion

This study demonstrates that workplace ostracism significantly increases psychological resource depletion among Indonesian service-sector employees. The finding supports Conservation of Resources Theory, which argues that social stressors consume employees' emotional and cognitive resources. In collectivistic cultures such as Indonesia, social acceptance and harmonious interpersonal relationships are highly valued. Consequently, workplace ostracism may threaten not only social belongingness but also employees' professional identity and emotional security.

The results also show that psychological resource depletion significantly increases presenteeism. Employees experiencing psychological exhaustion often continue attending work due to economic pressure, organizational expectations, or fear of negative evaluation, despite reduced concentration and work effectiveness. This finding aligns with Job Demands-Resources Theory, which emphasizes that insufficient psychological resources weaken employees' ability to cope with job demands.

More importantly, this study confirms the mediating role of psychological resource depletion. Workplace ostracism indirectly affects presenteeism through gradual depletion of employees' emotional and cognitive resources. This finding provides empirical support for the "loss spiral" concept proposed in Conservation of Resources Theory.

Compared with previous studies focusing mainly on direct relationships between workplace ostracism and work outcomes, this study offers a more comprehensive explanation of how interpersonal exclusion evolves into hidden productivity losses within organizations. The study also extends the applicability of Conservation of Resources Theory in Indonesian collectivistic workplace settings.

From a managerial perspective, organizations should recognize that presenteeism is influenced not only by physical health issues but also by workplace social dynamics. Organizations are encouraged to strengthen inclusive workplace cultures, improve psychological safety, enhance coworker social support, and implement employee mental-health monitoring programs to reduce long-term productivity losses.

4. CONCLUSION

This study concludes that workplace ostracism significantly affects presenteeism both directly and indirectly through psychological resource depletion among Indonesian service-sector employees. Employees experiencing workplace exclusion are more likely to suffer psychological exhaustion, which subsequently reduces work effectiveness despite physical attendance at work. The findings strengthen the loss-spiral mechanism proposed in Conservation of Resources Theory by demonstrating how interpersonal stressors gradually deplete psychological resources and contribute to hidden productivity losses. This study also expands the theoretical application of Conservation of Resources Theory and Job Demands–Resources Theory within collectivistic workplace contexts. Practically, organizations should prioritize inclusive workplace practices, psychological safety, and employee mental-health support systems to minimize productivity losses associated with workplace ostracism. Managers should also develop early detection mechanisms for social exclusion behaviors within teams. This study is limited by its cross-sectional design and focus on service-sector employees in Indonesia. Future studies are recommended to employ longitudinal approaches, include larger multi-industry samples, and examine additional moderating variables such as organizational support, leadership style, and employee resilience.

ACKNOWLEDGMENT

The author would like to express sincere gratitude to Universitas Pamulang for the facilities and support provided in this research. Appreciation is also extended to all respondents who willingly devoted their time and provided information during the data collection process. Special thanks are addressed to all parties who contributed valuable suggestions and constructive assistance throughout the research and writing of this article.

REFERENCES

- Abbas, J., Mubeen, R., Iorember, P. T., Raza, S., & Mamirkulova, G. (2021). Exploring The Impact Of COVID-19 On Tourism: Transformational Potential And Implications For A Sustainable Recovery Of The Travel And Leisure Industry. *Current Research in Behavioral Sciences*, 2(1), 100033–100041. <https://doi.org/10.1016/j.crbeha.2021.100033>
- Anasori, E., Bayighomog, S. W., & Tanova, C. (2020). Workplace Ostracism, Psychological Distress, Resilience, And Turnover Intentions In Hospitality Employees. *International Journal of Contemporary Hospitality Management*, 32(11), 3465–3484. <https://doi.org/10.1108/IJCHM-03-2020-0205>
- Arasli, H., Arici, H. E., & Kole, E. (2020). Constructive Leadership And Psychological Safety In The Hospitality Industry: The Mediating Role Of Psychological Capital. *International Journal of Hospitality Management*, 91(1), 102668–102679. <https://doi.org/10.1016/j.ijhm.2020.102668>
- Bilal, M., Jianqiu, Z., Dukhaykh, S., Fan, M., & Trunk, A. (2021). Understanding The Effects Of Workplace Ostracism On Employee Creativity: The Mediating Role Of Psychological Stress. *Frontiers in Psychology*, 12(1), 652960–652972. <https://doi.org/10.3389/fpsyg.2021.652960>
- Chen, Y., Li, S., Xia, Q., & He, C. (2022). Workplace Ostracism And Employee Performance: A Moderated Mediation Model. *Frontiers in Psychology*, 13(1), 897321–897334. <https://doi.org/10.3389/fpsyg.2022.897321>
- Ding, H., Yu, E., & Li, Y. (2021). The Impact Of Workplace Ostracism On Knowledge Hiding: The Mediating Role Of Psychological Distress. *Journal of Knowledge Management*, 25(5), 1176–1194. <https://doi.org/10.1108/JKM-08-2020-0628>
- He, P., Jiang, C., Xu, Z., & Shen, C. (2021). Cyberostracism And Employees' Deviant Behaviors: A Conservation Of Resources Perspective. *Frontiers in Psychology*, 12(1), 634960–634972. <https://doi.org/10.3389/fpsyg.2021.634960>
- Islam, T., Ahmed, I., Ali, G., & Ahmer, Z. (2021). Understanding The Relationship Between Workplace Ostracism And Employee Outcomes: The Mediating Role Of Emotional Exhaustion. *Sustainability*, 13(16), 8995–9008. <https://doi.org/10.3390/su13168995>
- Javed, B., Fatima, T., Yasin, R. M., Jahanzeb, S., & Rawwas, M. Y. A. (2020). Impact Of Abusive Supervision And Workplace Ostracism On Employee Deviance: The Mediating Role Of Emotional Exhaustion. *European Journal of Work and Organizational Psychology*, 29(6), 873–884. <https://doi.org/10.1080/1359432X.2020.1776701>
- Karim, W., Haque, A., Ulfy, M. A., Hossain, M. A., & Anis, M. Z. (2020). Factors Influencing Employee Performance: A Study On The Readymade Garment Industry Of Bangladesh. *International Journal of Asian Business and Information Management*, 11(3), 1–20. <https://doi.org/10.4018/IJABIM.2020070101>

- Khan, A. N., Khan, N. A., Soomro, M. A., & Khan, S. K. (2020). Transformational Leadership And Civic Virtue Behavior: Valuing Act Of Thriving And Emotional Exhaustion In The Hotel Industry. *Asia Pacific Journal of Tourism Research*, 25(4), 373–386. <https://doi.org/10.1080/10941665.2020.1720255>
- Li, X., Zhang, Y., Yan, D., & Wen, F. (2022). Workplace Ostracism And Presenteeism Among Employees: The Mediating Effect Of Job Burnout. *Frontiers in Public Health*, 10(1), 921463–921475. <https://doi.org/10.3389/fpubh.2022.921463>
- Liu, H., Kwan, H. K., Lee, C., & Hui, C. (2021). Workplace Ostracism And Employee Creativity: An Integrative Perspective. *Journal of Organizational Behavior*, 42(3), 341–357. <https://doi.org/10.1002/job.2495>
- Mao, Y., He, J., Morrison, A. M., & Coca-Stefaniak, J. A. (2021). Effects Of Tourism CSR On Employee Psychological Capital In The COVID-19 Crisis: From The Perspective Of Conservation Of Resources Theory. *Current Issues in Tourism*, 24(19), 2716–2734. <https://doi.org/10.1080/13683500.2020.1770706>
- Nazir, S., Qun, W., Hui, L., & Shafi, A. (2021). Influence Of Social Exclusion On Employee Well-Being: A Moderated Mediation Model. *Psychology Research and Behavior Management*, 14(1), 1837–1851. <https://doi.org/10.2147/PRBM.S334502>
- Oguebe, T. M., & Nwankwo, B. E. (2022). Workplace Ostracism And Psychological Well-Being Among Employees: The Role Of Emotional Exhaustion. *African Journal of Psychological Studies of Social Issues*, 25(2), 112–124. <https://www.ajpssi.org/index.php/ajpssi/article/view/356>
- Sarfraz, M., Qun, W., Abdullah, M. I., & Alvi, A. T. (2021). Employees' Perception Of Corporate Social Responsibility Impact On Employee Outcomes: Mediating Role Of Organizational Justice For Small And Medium Enterprises. *Sustainability*, 13(3), 1218–1232. <https://doi.org/10.3390/su13031218>
- Shahzad, K., Jianqiu, Z., Hashim, M., Nazam, M., & Wang, L. (2021). Impact Of Workplace Ostracism On Employee Performance: Mediating Role Of Employee Silence. *Frontiers in Psychology*, 12(1), 641459–641472. <https://doi.org/10.3389/fpsyg.2021.641459>
- Wu, L. Z., Yim, F. H. K., Kwan, H. K., & Zhang, X. (2020). Coping With Workplace Ostracism: The Roles Of Ingratiation And Political Skill In Employee Psychological Distress. *Journal of Business Ethics*, 165(2), 295–308. <https://doi.org/10.1007/s10551-018-4087-6>
- Yu, H., Jiang, S., & Land, K. C. (2022). Job Demands, Psychological Resource Depletion, And Employee Presenteeism: A Cross-Sectional Study. *International Journal of Environmental Research and Public Health*, 19(9), 5478–5492. <https://doi.org/10.3390/ijerph19095478>