

The Influence of Workplace Incivility, Abusive Supervision, and Workplace Gossip on Employee Well-Being of Gen Z Employees in Sragen Regency

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Abstract: *Negative workplace behaviors such as workplace incivility, abusive supervision, and workplace gossip can negatively affect employee well-being, particularly among Generation Z employees. This study aims to analyze the influence of workplace incivility, abusive supervision, and workplace gossip on employee well-being among Generation Z employees in Sragen Regency. This study uses a quantitative approach with a survey method. The sample consisted of 100 Generation Z employees selected using purposive sampling. Data were collected through a five-point Likert scale questionnaire and analyzed using validity and reliability tests, descriptive analysis, classical assumption tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results showed that workplace incivility ($p = 0.000$), abusive supervision ($p = 0.004$), and workplace gossip ($p = 0.006$) were significantly and negatively associated with employee well-being. The regression model was significant ($F = 34.326$, $p = 0.000$) and explained 50.2% of the variation in employee well-being ($R^2 = 0.502$).*

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Introduction

Globalization and the transformation of the digital economy have transformed the dynamics of the workplace, making it increasingly complex. Technological advancements, target-based work systems, flexible working hours, and increasing competency demands have made employee well-being a crucial issue in human resource management, as it relates to productivity, loyalty, creativity, and the sustainability of organizational performance (Pavlista et al., 2024; Sharma et al., 2023). Conversely, low employee well-being can increase work stress, burnout, low work engagement, and turnover intentions, while also impacting employees' physical, psychological, and social health (Haruna, 2023; Peng et al., 2023; Genkin et al., 2022).

This phenomenon is increasingly relevant with the increasing dominance of Generation Z in the workforce. The generation born between 1997 and 2012 is characterized by being adaptive and critical, and has high expectations for a fair, psychologically safe, and supportive work environment (Sreeja K, 2021; Twenge, 2023; Mertz et al., 2023; Pauli et al., 2021).

Table 1 Population by Age Group and Gender in Sragen Regency, 2025

Age Group	Man	Woman	Amount
15–19	39,111	36,536	75,647
20–24	37,717	35,291	73,008
25–29	36,021	34,644	70,665
Total	112,849	106,471	219,320

Source: BPS Sragen Regency (2025)

Based on Table 1, in Sragen Regency, the population aged 15–29 reached 219,320 according to the Sragen Regency Statistics Agency (BPS) (2025), indicating the significant potential of the young workforce. However, most are still in the early stages of their careers, making them more vulnerable to organizational pressure and negative social interactions in the workplace (Takeuchi et al., 2021; Ali et al., 2022).

One issue that has the potential to reduce employee well-being is workplace incivility, which is impolite behavior that violates norms of mutual respect in the workplace (Gu et al., 2024). This behavior is generally triggered by work pressure, a permissive organizational culture, and weak supervision, which can cause frustration and reduce employee psychological well-being (Sao et al., 2022; Parker et al., 2023; Zhang et al., 2024). Research by Yuniasanti and Sari (2023) shows a negative effect of workplace incivility on employee well-being, while Lee et al. (2026) found that this effect occurs indirectly through employees' emotional states.

In addition to workplace incivility, abusive supervision and workplace gossip are also issues that can affect employee well-being. Abusive supervision can increase stress, anxiety, and burnout (Putintseva, 2023; Khan et al., 2024; Hasin et al., 2023), while workplace gossip has the potential to reduce trust between employees and trigger conflict and social stress (Wu et al., 2021; Sun et al., 2023; Ding et al., 2023). However, previous research findings have been inconsistent. Shih et al. (2023) and Gao et al. (2024) found a negative impact on employee well-being, while Zhu et al. (2023) and Anjarwati and Larasati (2025) reported that the effect was indirect or insignificant.

Based on the phenomena and gaps in research results, this study aims to analyze the influence of workplace incivility, abusive supervision, and workplace gossip on employee well-being among Generation Z employees in Sragen Regency. This research is important to conduct considering the large number of Generation Z workers in Sragen who are vulnerable to various negative behaviors in the workplace. The novelty of this study lies in the simultaneous testing of these three variables with a focus on Generation Z employees at the regency level, so it is expected to provide a more comprehensive understanding of the factors that influence employee well-being.

Table 1 Population by Age Group and Gender in Sragen Regency, 2025

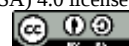
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Source: BPS Sragen Regency (2025)

Method

This study uses a quantitative approach with a survey method to analyze the influence of workplace incivility, abusive supervision, and workplace gossip on employee well-being among Generation Z employees in Sragen Regency. The research data is in the form of primary data obtained through distributing questionnaires to respondents and processed statistically (Sugiyono, 2017).

The research instrument was a questionnaire with a five-point Likert scale (Sugiyono, 2017). Measurement of employee well-being variables refers to Rahmi et al. (2021), workplace incivility and



workplace gossip refer to Anjarwati and Larasati (2025), while abusive supervision refers to Ghayas et al. (2025). The quality of the instruments was tested using the Pearson Correlation validity test and Cronbach's Alpha reliability test (Ghozali, 2018).

The study population was all Generation Z employees working in Sragen Regency. The sample size was determined using Paul Leedy's formula in Arikunto (2006) to obtain 100 respondents. The sampling technique used purposive sampling with the criteria of Generation Z employees who actively work in Sragen Regency, have a minimum of one year of service, and are willing to be respondents (Zulfikar et al., 2024).

The research procedure began with the preparation and distribution of questionnaires to respondents who met the criteria, then the validity and reliability of the instrument were tested. Furthermore, the data were analyzed using descriptive analysis, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, then continued with multiple linear regression analysis, t-test, F-test, and coefficient of determination (R^2) using SPSS (Sugiyono, 2017; Ghozali, 2018).

Results and Discussion

Validity Test

Table 2 Results of the Validity Test of the Workplace Incivility Variable (X1)

Statement Items	p-value	Criterion (α)	Information
X1.1	0,000	0.05	Valid
X1.2	0,000	0.05	Valid
X1.3	0,000	0.05	Valid
X1.4	0,000	0.05	Valid
X1.5	0,000	0.05	Valid
X1.6	0.011	0.05	Valid

Based on Table 2, X1.6 obtained a significance value (p -value) < 0.05 , so all items of the workplace incivility variable statement are valid..

Table 3 Results of the Validity Test of the Abusive Supervision Variable (X2)

	p-value	Criterion (α)	Information
X2.1	0.002	0.05	Valid
X2.2	0,000	0.05	Valid
X2.3	0,000	0.05	Valid
X2.4	0.006	0.05	Valid
X2.5	0,000	0.05	Valid
X2.6	0,000	0.05	Valid
X2.7	0.006	0.05	Valid
X2.8	0.003	0.05	Valid
X2.9	0,000	0.05	Valid

Table 3, X2.9 obtained a significance value (p -value) < 0.05 , so all items of the abusive supervision variable statement are valid.

Table 4 Results of the Validity Test of the Workplace Gossip Variable (X3)

Statement Items	p-value	Criterion (α)	Information
X3.1	0,000	0.05	Valid
X3.2	0,000	0.05	Valid
X3.3	0,000	0.05	Valid

Table 4, X3.3 obtained a significance value (p -value) $= 0.000 < 0.05$, so all items of the workplace gossip variable statement are valid.

Table 5 Results of the Validity Test of the Employee Well-Being Variable (Y)

Statement Items	p-value	Criterion (α)	Information
Y.1	0,000	0.05	Valid
Y.2	0,000	0.05	Valid
Y.3	0,000	0.05	Valid
Y.4	0,000	0.05	Valid
Y.5	0,000	0.05	Valid
Y.6	0,000	0.05	Valid
Y.7	0,000	0.05	Valid
Y.8	0,000	0.05	Valid
Y.9	0,000	0.05	Valid

Based on table 5, Y.9 obtained a significance value ($p\text{-value}$) = 0.000 < 0.05, so all employee well-being variable statement items are valid.

Reliability Test

Table 6 Reliability Test Results of the Workplace Incivility Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.779	6

Based on Table 6, The table above shows that the Cronbach alpha value for the workplace incivility variable (X1) is 0.779 > 0.60, so all items stating the workplace incivility variable (X3) are reliable.

Table 7 Results of the Reliability Test of the Abusive Supervision Variable (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.769	9

Based on the data in Table 7, the abusive supervision variable (X2) is 0.769 > 0.60, so all items stating the abusive supervision variable (X2) are reliable:

Table 8 Results of the Reliability Test of the Workplace Gossip Variable (X3)

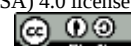
Reliability Statistics	
Cronbach's Alpha	N of Items
.772	3

Based on the data in Table 8, the Cronbach alpha value obtained for the workplace gossip variable (X3) was 0.772 > 0.60, so all statement items for the workplace gossip variable (X3) were reliable.

Table 9 Results of the Reliability Test of the Employee Well-Being Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.751	9

Based on the data in Table 9, the Cronbach alpha value obtained for the employee well-being variable (Y) was 0.751 > 0.60, so all statement items for the employee well-being variable (Y) were reliable.



Classical Assumption Test

Table 10 Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics Tolerance VIF
	B	Std. Error	Beta				
1 (Constant)	64,392	2,797			23,018	.000	
Workplace incivility (X1)	-.444	.116	-.342		-3,828	.000	.631 1,585
Abusive supervision (X2)	-.264	.088	-.271		-2,991	.004	.610 1,640
Workplace gossip (X3)	-.524	.185	-.251		-2,835	.006	.639 1,564

a. Dependent Variable: employee well-being (Y)

The results show that the tolerance value of variable X1 (workplace incivility) = 0.631, X2 (abusive supervision) = 0.610 and X3 (workplace gossip) = 0.639 > 0.10 and the VIF value of variable X1 (workplace incivility) = 1.585, X2 (abusive supervision) = 1.640 and X3 (workplace gossip) = 1.564 < 10. This indicates that there is no multicollinearity or the regression model passes the multicollinearity test.

Table 11 Heteroscedasticity Test Results

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-1,751	1,598			-1,096	.276
Workplace incivility (X1)	.034	.066	.064		.520	.604
abusive supervision (X2)	.058	.050	.145		1,159	.249
workplace gossip (X3)	.123	.106	.142		1,161	.249

a. Dependent Variable:ABS RES

In Table 11, the results show the p-value (significance) of variables X1 (workplace incivility) = 0.604, X2 (abusive supervision) = 0.249 and X3 (workplace gossip) = 0.249 > 0.05, this means that there is no heteroscedasticity (passes the heteroscedasticity test).

Table 12 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	3.44450528
Most Extreme Differences	Absolute	.087
	Positive	.043

	Negative	-.087
Test Statistics		.087
Asymp. Sig. (2-tailed)c		.061c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The p-value (significance) Asymp. Sig. (2-tailed) = 0.061 > 0.05 means that the residuals are normally distributed (pass the normality test).

Inductive Analysis

Table 13 Results of Multiple Linear Regression Analysis Test

Coefficients ^a						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	64,392	2,797		23,018	.000
	Workplace incivility (X1)	-.444	.116	-.342	-3,828	.000
	Abusive supervision (X2)	-.264	.088	-.271	-2,991	.004
	Workplace gossip (X3)	-.524	.185	-.251	-2,835	.006

a. Dependent Variable: Employee Well-Being

Multiple linear regression analysis produces the equation $Y = 64.392 - 0.444X_1 - 0.264X_2 - 0.524X_3 + e$. The constant value of 64.392 indicates that employee well-being is positive when workplace incivility, abusive supervision, and workplace gossip are considered constant. All regression coefficients are negative, indicating that an increase in workplace incivility ($\beta = -0.444$), abusive supervision ($\beta = -0.264$), and workplace gossip ($\beta = -0.524$) will be followed by a decrease in employee well-being, assuming other independent variables remain constant. Hypothesis testing was conducted using a t-test at a significance level of 5% ($\alpha = 0.05$) to determine the partial effect of each independent variable on employee well-being. Testing decisions are based on the significance value (p -value), namely H_0 is rejected if p -value < 0.05 and H_0 is accepted if p -value > 0.05.

Table 14 t-Test Results

Table 14.1 Test Results						
Coefficients ^a						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	64,392	2,797		23,018	.000
	Workplace incivility (X1)	-.444	.116	-.342	-3,828	.000
	Abusive supervision (X2)	-.264	.088	-.271	-2,991	.004
	Workplace gossip (X3)	-.524	.185	-.251	-2,835	.006

a. Dependent Variable: Employee Well-Being

The t-test results show that all independent variables have a significant effect on employee well-being. The workplace incivility variable has a significance value of 0.000, abusive supervision of 0.004, and workplace gossip of 0.006, all of which are smaller than 0.05. Thus, H1, H2, and H3 are accepted, so that workplace incivility, abusive supervision, and workplace gossip are proven to have a significant effect on employee well-being among Generation Z employees in Sragen Regency.

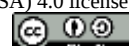


Table 15 F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1259,963	3	419,988	34,326	.000b
	Residual	1174,597	96	12,235		
	Total	2434.560	99			

a. Dependent Variable: Employee Well-Being

b. Predictors: (Constant), Workplace Gossip (X3), Workplace Incivility (X1), Abusive Supervision (X2)

The results of the ANOVA table calculations show that this regression model has a calculated F value of 34.326 with a significance value of (*p-value*) of $0.000 < 0.05$. So H_0 is rejected and H_a is accepted, meaning that the model is appropriate to be used in predicting the influence of the independent variables, namely X1 (workplace incivility), X2 (abusive supervision) and X3 (workplace gossip) on the dependent variable employee well-being (Y).

Table 16 Results of the Determination Coefficient (R2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.719a	.518	.502	3,498

a. Predictors: (Constant), Workplace Gossip (X3), Workplace Incivility (X1), Abusive Supervision (X2)

The results show that the coefficient of determination (R2) for this model is 0.502, meaning that the contribution of the independent influence of X1 (workplace incivility), X2 (abusive supervision), and X3 (workplace gossip) to Y (employee well-being) is 50.2%. The remaining $(100\% - 50.2\%) = 49.8\%$ is explained by other variables outside the model, such as job satisfaction, job stress, organizational support, workload, and work-life balance.

Discussion

1. The influence of workplace incivility on employee well-being of Gen Z employees in Sragen Regency.

The results of the study show that the influence of workplace incivility on employee well-being in Gen Z employees in Sragen Regency is proven by the results of $p\text{-value } 0.000 < 0.05$, it can be concluded that workplace incivility has a significant effect on employee well-being in Gen Z employees in Sragen Regency. Thus, H_1 which states that "Workplace incivility has a significant effect on employee well-being in Gen Z employees in Sragen Regency" is proven true.

Workplace incivility Behavior that is rude, disrespectful, or shows little respect for other individuals in the workplace. Based on the Social Exchange Theory proposed by Blau (1964), individuals tend to evaluate social relationships based on a comparison between the benefits (rewards) and sacrifices (costs) obtained from those relationships. When employees receive positive treatment, the social exchange relationship will run smoothly. Conversely, when employees receive rude or disrespectful treatment, the social exchange relationship becomes unbalanced.

The results of this study indicate a negative relationship between workplace incivility and employee well-being. This means that the higher the workplace incivility experienced by employees, the lower their perceived level of employee well-being. This indicates that rude and disrespectful behavior in the workplace can cause psychological distress, discomfort, and reduce the quality of social relationships between individuals. As a result, employees feel underappreciated and receive less social support needed to maintain their well-being in the workplace.

Based on the characteristics of respondents, who were predominantly Generation Z employees, these results indicate that this generational group exhibits a high level of sensitivity to

the quality of interpersonal relationships in the workplace. Generation Z members tend to expect a supportive work environment that values diversity of opinion and provides a sense of psychological security. Therefore, when they encounter workplace incivility, their perceived well-being decreases because the work environment does not meet their expectations.

The results of this study align with those conducted by Yuniasanti and Sari (2023) and Hayat et al. (2025), which found that workplace incivility significantly impacts employee well-being. This study explains that rude behavior in the workplace can reduce employee comfort, increase work stress, and decrease employee well-being. Therefore, these results further strengthen the view that workplace incivility is a factor that can reduce employee well-being.

The implications of this research suggest that organizations need to create a work environment that upholds mutual respect and appreciation among employees. Companies should also implement a positive work culture, provide education on work ethics, and encourage healthy communication to minimize workplace incivility. These efforts are crucial for improving employee well-being and creating a more conducive work environment for Generation Z employees.

2. The influence of abusive supervision on employee well-being of Gen Z employees in Sragen Regency.

The results of the study show that the influence of abusive supervision on employee well-being in Generation Z employees in Sragen Regency is proven by the p-value of $0.004 < 0.05$, so it can be concluded that abusive supervision has a significant effect on employee well-being, so that H2 which states that "Abusive Supervision has a significant effect on employee well-being in Generation Z employees in Sragen Regency" is proven true.

The results of this study indicate that the higher the level of abusive supervision received by Generation Z employees, the lower their perceived employee well-being. Superior behavior such as belittling, excessive criticism, unfair blame, yelling, and not giving appreciation for work results can cause psychological stress, reduce feelings of appreciation, comfort, and job satisfaction, thus impacting employee well-being. This finding is in line with the Social Exchange Theory proposed by Blau (1964), which explains that the relationship between superiors and subordinates is based on the principle of reciprocity, where employees will provide positive commitment and contribution when receiving fair and respectful treatment. Conversely, abusive supervision behavior creates an imbalance in the social exchange relationship because employees feel they receive more losses than benefits, thus triggering stress, decreasing work motivation, and ultimately reducing employee well-being.

The results of this study support Tepper's (2000) opinion, which states that abusive supervision is a superior's behavior that consistently displays hostile actions, both verbally and nonverbally, such as humiliating, demeaning abilities, giving excessive criticism, and ignoring the contributions of subordinates. According to Park et al. (2023) and Xu (2022), this behavior can reduce the sense of justice, increase psychological stress, and have an impact on employee well-being. This condition is increasingly relevant for Generation Z employees who tend to expect a supportive, open work environment that respects mental health, so that the behavior of superiors who are rude or disrespectful of subordinates more easily affects their comfort and well-being at work.

The results of this study are consistent with those of Shih et al. (2023) and Nnaebue et al. (2022), which showed that abusive supervision significantly impacts employee well-being, thus negative leadership behavior is a factor affecting employee well-being. The implications of this study suggest that companies need to implement supportive leadership, establish open communication, and provide guidance and evaluation of superior behavior to minimize abusive supervision, thereby improving employee well-being, particularly among Generation Z employees, and creating a healthier and more productive work environment.

3. The influence of workplace gossip on employee well-being of Gen Z employees in Sragen Regency.

The results of the study show that the influence of workplace gossip on employee well-being in Generation Z employees in Sragen Regency is proven by the p-value of $0.006 < 0.05$, so it can be concluded that workplace gossip has a significant effect on employee well-being, so that H3 which states that "Workplace gossip has a significant effect on employee well-being in Generation Z employees in Sragen Regency" is proven true.

Theoretically, this shows that the higher the level of workplace gossip in the workplace, the lower the employee well-being felt by Generation Z employees. The spread of exaggerated, distorted, or factual information can cause discomfort, anxiety, and interpersonal conflict that impacts the decline in psychological, emotional, and social well-being of employees. This finding is in line with the Social Exchange Theory proposed by Blau (1964), which explains that social relationships in organizations are built on trust, mutual respect, and the principle of reciprocity. When workplace gossip develops, social exchange relationships become unbalanced due to the decline in trust and the quality of relationships between employees, thus impacting the decline in employee well-being.

The results of this study also support Foster's (2016) definition of workplace gossip as the exchange of information about absent individuals, whether positive or negative. In an organizational context, negative gossip can create misperceptions, damage a person's reputation, and impact interpersonal relationships in the workplace. This is also consistent with research by Cheng et al. (2022) and Gao et al. (2024), which showed that workplace gossip significantly impacts employee well-being. This suggests that negative informal communication is a factor that can reduce employee well-being. The implications of this study suggest that companies need to build a culture of open, honest, and respectful communication, and encourage problem-solving through direct communication to minimize workplace gossip. This can improve employee well-being, especially among Generation Z employees, and create a more harmonious and conducive work environment.

Conclusion

This study shows that workplace incivility, abusive supervision, and workplace gossip have a significant effect on employee well-being among Generation Z employees in Sragen Regency. The results of multiple linear regression analysis show that all three variables have a negative influence direction, so that the higher the level of impolite behavior in the workplace, abusive leadership, and gossip practices in the workplace, the lower the level of employee well-being perceived by Generation Z employees. Simultaneously, the research model is proven to be suitable for use with significant F-test results, while the coefficient of determination shows that workplace incivility, abusive supervision, and workplace gossip are able to explain 50.2% of the variation in employee well-being, while the rest is influenced by other factors outside the research model. These findings confirm that the quality of interpersonal relationships and social behavior in the workplace are important factors in maintaining the psychological, emotional, and social well-being of Generation Z employees.

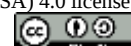
This study has limitations because it only involved 100 Generation Z employee respondents in Sragen Regency using a purposive sampling technique. Therefore, the results cannot be generalized to other regions, industrial sectors, or generational groups. In addition, the study only tested three independent variables, so there are still other factors that could potentially influence employee well-being, such as job satisfaction, work stress, organizational support, workload, work-life balance, and other leadership styles. Therefore, further research is recommended to expand the scope of the research area, increase the number of samples, use probability sampling techniques, and add mediating or moderating variables to obtain a more comprehensive model. From a practical perspective, organizations need to build a work culture of mutual respect, implement supportive leadership, strengthen open communication, and develop policies to prevent workplace incivility, abusive supervision, and workplace gossip so that the employee well-being of Generation Z employees can continue to be improved and support the sustainability of organizational performance.

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