Workplace Ostracism and Work Productivity in Company X: Basis for Mental Health Workplace Program

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Abstract

This research study primarily investigated the notable association between workplace ostracism and work productivity in Company X. It also analyzed the levels of workplace ostracism and work productivity among employees with diverse profiles. The study proposed a systematic mental health workplace program that can serve as a comprehensive guide for companies, assisting them in mitigating workplace ostracism and fostering increased work productivity. Through total population sampling, the employee-respondents of the study were 45 direct hires from private company. Standardized and adopted questionnaires such as the Workplace Ostracism Scale (WOS) and Brief Instrument to Assess Workers Productivity during a Working Day (IAPT) were utilized as survey instruments.

The instruments utilized were a seven-point Likert-type response scale for the WOS and a four-point Likert-type response scale for the IAPT. Data analysis involved frequency and percentage, mean, one-way Analysis of Variance (ANOVA), t-test, and Pearson correlation coefficient. The results indicated that employees' age exhibited a statistically significant difference between workplace ostracism and work productivity. Furthermore, a significant relationship was found between workplace ostracism and work productivity. With the findings of the study, the Project "AKAP" or Avoidance and Knowledge on Workplace Ostracism Accelerate Work Productivity was developed. It is a mental health workplace program that is designed to abolish workplace ostracism and increase work productivity by integrating to one of the significant profile variables which was age.

Keywords: workplace ostracism; work productivity; mental health

1. Introduction

In today's dynamic work environment, positive relationships with coworkers are crucial for organizational commitment and performance. While workplace issues are common, certain problems remain concealed from employees, such as workplace ostracism. Ostracism involves the exclusion and rejection of employees through silent maltreatment, including a lack of communication or greetings. Liu (2020) defined workplace ostracism as the deliberate withholding or neglect of social interactions by perpetrators, which can range from unintentional to malicious intent. Understanding the dynamics of ostracism is essential for addressing hidden workplace challenges and promoting a healthier work environment.

Robinson and Schabram (2017, as cited in Gamian-Wilk and Madeja-Bien, 2018) identified two distinct indications of workplace refusal to engage: personal ostracism and task ostracism. Personal ostracism involves excluding an employee from personal or social interactions, such as conversations, social support, and social events. Task ostracism refers to excluding a coworker from task-related interactions, such as project meetings, email communication, or project involvement. Oberai (2021) highlighted the negative consequences of workplace ostracism, including lower job engagement, reduced work performance, and increased intent to leave the organization. The research conducted by Samo et al. (2019) found a significant impact of workplace ostracism on stress levels, with higher levels of ostracism leading to lower employee productivity. Despite its significance, workplace ostracism has received limited separate attention in organizational literature and is often subsumed within other constructs.

Considering the significance of workplace productivity, it was important to consider the factors that impacted it and take proactive measures to address them. As noted by Collier (2022), productivity was not only essential for increased work output and achieving organizational goals, but it also benefited team members and customers while reducing costs. However, the SilverCloud Health Study (2021) revealed that employees' mental health symptoms, exacerbated by the pandemic, caused reduced productivity due to stress, anxiety, depression, and fatigue. Recognizing the intricate relationship between employees' diverse backgrounds, workplace ostracism, and productivity, Camacho (2023) emphasized the advantages of fostering suitable employee profiles, which contributed to heightened productivity and reduced turnover.

Moreover, the Department of Labor and Employment Department Order No. 208, s. 2020 emphasized the importance of implementing mental health policies and programs in the workplace, as supported by Total Safety (2022). In line with these insights, the Mentally Healthy Workplace Alliance (2018) emphasized that creating a mentally healthy workplace was essential for enhancing productivity, improving performance, and promoting staff retention, with every individual playing a pivotal role in shaping such an environment.

During the COVID-19 pandemic, most businesses implemented hybrid work arrangements to ensure employee safety and compensate for income losses during lockdowns. The company's work arrangements impacted employee communication and interaction, as remote work became the norm for businesses in the Philippines. Additionally, Savills (2021) mentioned that the office continued to serve as the physical center of the organization, providing a space for employees to separate work and personal life and facilitating face-to-face social interactions. According to White's blog post (2022) on the importance of social connection post-pandemic, workspaces played a crucial role in fostering excitement, dedication, and a sense of purpose within the team.

The findings of the study educated and raised awareness about workplace ostracism and its relationship to work productivity. It also examined the levels of workplace ostracism and work productivity across different profile backgrounds of the respondents. This can also be viewed as a starting point for developing a systematic mental health workplace program to avoid workplace ostracism and increase work productivity.

2. Research Questions

The study determined the relationship between workplace ostracism and the work productivity of employees in Company X. Specifically, it sought answers to the following questions:

1.   What is the profile of employees in Company X in terms of:
     1.1   Age,
     2.1   Gender,
     3.1   Civil Status,
     4.1   Highest Educational Attainment,
     5.1   Rank or Position, and
     6.1   Length of service?
2.   What is the workplace ostracism level among employees in Company X?
3.   What is the work productivity level among employees in Company X?
4.   Is there a significant difference in the employees' workplace ostracism level when grouped according to profile variables?
5.   Is there a significant difference in the employees' work productivity level when grouped according to profile variables?
6.   Is there a significant relationship between Company X's employees' workplace ostracism level and work productivity level?
7.   Based on the findings of the study, what mental health workplace program may be proposed?

3. Hypotheses

The hypotheses presented is intended to guide the study about workplace ostracism and work productivity among employees in Company X.

Ho1: There is no significant difference in the employees' workplace ostracism level when grouped according to profile variable.
Ho2: There is no significant difference in the employees' work productivity level when grouped according to profile variables.
Ho3: There is no significant relationship between Company X's employees' workplace ostracism level and work productivity level.

4. Methods

This study employed a quantitative, descriptive, comparative, and correlational research design. Quantitative research was utilized to gather and interpret numerical data, identify patterns, formulate hypotheses, examine causality, and generalize findings. The comparative design was used to determine significant differences in workplace ostracism and work productivity based on profile variables. Correlational design was employed to assess the relationship between workplace ostracism and work productivity. The research took place in a private company in City of Cabuyao, Laguna, involved a total population sample of 45 employee respondents, and utilized questionnaires including the Workplace Ostracism Scale and the Brief Instrument to Assess Workers Productivity during a Working Day (IAPT). Data collection was conducted through a Google Form survey, following management approval, and adhering to the Data Privacy Act of 2012. Statistical techniques such as frequency, percentage, mean, Likert scale, one-way analysis of variance (ANOVA), t-test, and Pearson correlation coefficient were used for data analysis.

5. Result and Discussion

This presents the interpretation and analysis of data collected to explore the research problems. The study attempted to determine the relationship between workplace ostracism and work productivity, as well as the levels across various profile backgrounds.

Problem Number 1. What is the profile of employees in Company X in terms of age, gender, civil status, highest educational attainment, rank or position, and length of service?

Table 1. Profile of Employees in Company X in terms of Age

Age	Frequency	Percentage
65 – Above	1	2.22%
55 – 64	1	2.22%
45 – 54	8	17.78%
35 – 44	14	31.11%
25 – 34	19	42.22%
15 – 24	2	4.44%
TOTAL	45	100%

The highest number of employee respondents, representing 42.22% or 19 individuals, fell within the 25-34 age range, followed by 31.11% or 14 individuals in the 35-44 age group as shown in Table 1.1. The 45-54 age group had 17.78% or 8 respondents, while the 15-24 age group had 4.44% or 2 respondents. The least

number of respondents were in the 55-64 age group, with only 1 or 2.22% of individuals, and the same frequency was observed for those aged 65 and above.

This demonstrates that the majority of employees in Company X were between the ages of 25–34 years old. This is because this age is one of the accepted working ages in the Philippines. It is also the age range where people finish their studies and enter employment.

This was supported by the report of the Philippine Statistics Authority (2019) about the Employment Situation report in January 2019, which revealed that the majority of employed individuals in the Philippines were in the 25-34 age range, accounting for 27.5% of the total employed population in the country.

Table 1.2 Profile of Employees in Company X in terms of Gender

Gender	Frequency	Percentage
Male	31	68.89%
Female	14	31.11%
TOTAL	**45**	**100%**

Most employee respondents, comprising 68.89% or 31 individuals, were male. The remaining employee respondents were female, with a frequency of 14 or 31.11% as illustrated in Table 1.2.

The result indicates that there is a higher proportion of male employees compared to female employees in Company X. This could be linked to the type of work in the company, which involves manufacturing and software development. It is possible that these fields have traditionally been male dominated, resulting in a gender imbalance in the workforce.

Inconsistent with the findings of the survey conducted by the National Economic and Development Authority (2021) which revealed that there was a higher absorptive capacity of women workers by the services and manufacturing sectors. It found a disproportionate representation of women in industries that required more cognitive skills than physical strength.

Table 1.3 Profile of Employees in Company X in terms of Civil Status

Civil Status	Frequency	Percentage
Single	20	44.44%
Married	23	51.11%
Divorced	0	0
Separated	2	4.44%
Widowed	0	0
TOTAL	**45**	**100%**

The largest proportion of employee respondents, comprising 51.11% or 23 individuals, were married as displayed in Table 1.3. Single employees followed closely behind with a frequency of 44.44% or 20 individuals. Meanwhile, separated employees had a frequency of 4.44% or 2 individuals. There were no reported divorced or widowed employees in the data.

It is possible that the higher proportion of married employees in Company X is a result of the majority of the employees that falls within the 25-34 age range, which is considered the marrying age in the Philippines. This suggests that many employees have started families and decided to seek employment with Company X.

The findings from Philippine Statistics Authority (2021) on the 2019 Philippine Marriage Statistics supported the idea that the 25-34 age group was the marrying age in the Philippines. The study reported that the average age of marriage for women was 27, while it was 29 for men. This suggested that many individuals in this age range have already entered marriage, which could explain the higher proportion of married employees in Company X. Additionally, the fact that the average age of marriage has remained constant since 2017.

Table 1.4 Profile of Employees in Company X in terms of Highest Educational Attainment

Highest Educational Attainment	Frequency	Percentage
No Grade Completed	0	0
Elementary Undergraduate & below	0	0
Elementary Graduate	1	2.22%
High School Undergraduate	1	2.22%
High School Completed	5	11.11%
Post-Secondary Undergraduate	0	0
Post-Secondary Graduate	1	2.22%
College Undergraduate	3	6.67%
College Graduate/Academic Degree	34	75.56%
Post-Baccalaureate	0	0
TOTAL	**45**	**100%**

The majority of the respondents held a college degree or academic degree, with 34 employees representing 75.56% of the total as shown in Table 1.4. The next highest frequency was for high school graduates, with 5 respondents accounting for 11.11% of the total, followed by college undergraduates with a frequency of 3 or 6.67%. There were also small numbers of respondents who completed elementary, high school undergraduate, and post-secondary graduate, with a frequency of 1 or 2.22%. However, there was no data available for respondents who did not complete any formal education, elementary and below, post-secondary undergraduate and post-baccalaureate degrees.

This reveals that a significant proportion of the employees in Company X have earned a college graduate or academic degree, which suggests that a large of the employees have completed tertiary education. This is due to the scope of work in Company X, which requires skills and knowledge that are typically acquired through higher education. It is possible that the company requires its employees to have a certain level of educational attainment to perform their duties effectively.

The published article by the Philippine Institute for Development Studies (2022) titled "Do Employers Prefer Graduates from Top Schools? Plus, 10 Things Employers Look for in Jobseekers", revealed that just over 20% of senior high school graduates entered the workforce, with the majority attended college because they did not feel confident enough to enter the workplace. Employers were also hesitant to hire senior high school graduates for the same reason. This was reflected in the job postings on Job Street, where there were significantly more vacancies for college graduates than for senior high school graduates.

Table 1.5 Profile of Employees in Company X in terms of Rank or Position

Rank or Position	Frequency	Percentage
Rank and file	24	53.33%
Supervisor	13	28.89%
Manager	8	17.78%
TOTAL	**45**	**100%**

The majority of employee respondents belonged to the rank and file with a frequency of 24 or 53.33% as illustrated in Table 1.5. The next most common position was a supervisory role with a frequency of 13 or 28.89%, followed by a managerial position with a frequency of 8 or 17.78%.

It represents that the majority of employees in Company X hold rank-and-file positions, which attributes to the services offered by the company which is manufacturing and software development that requires a large workforce to produce tangible outputs and deliver services. Rank-and-file employees serve as the primary backbone of companies in such industries.

Consistent with the survey conducted by the Philippine Statistics Authority (PSA) in 2022, on the

2019/2020 Integrated Survey on Labor and Employment (ISLE), which included modules on employment, occupational shortages and surpluses, and job-related training of workers. The survey revealed that the vast majority of employed individuals held rank-and-file positions, making up 86.8% of overall employment. Supervisors/foremen were 7.9% and managers/executives were 4.7% accounting for less than 10%. Owners working for their own businesses and unpaid family workers comprised less than 1% or 0.6%.

Table 1.6 Profile of Employees in Company X in terms of Length of Service

Length of Service	Frequency	Percentage
1-2 years	14	31.11%
3-4 years	4	8.89%
5-10 years	18	40%
More than 10 years	9	9%
TOTAL	**45**	**100%**

Table 1.6 depicted the highest number of respondents have served in the company for 5-10 years, accounting for 18 or 40% of the total, followed by those who have been in service for 1-2 years with a frequency of 14 or 31.11%. Meanwhile, 9 employees or 9% of the total have served for more than 10 years, and 4 or 8.89% have served for 3-4 years.

It implied that the largest group of employees in Company X have been working for 5-10 years. This was due to the fact that the age group of 25-34 years old, which was mostly composed of millennials, was the largest in the company.

According to the study of Medallon (2020), the length of stay of Filipino millennials in their occupations was determined by many factors such as age, education, compensation, recognition, and job flexibility. And the study found out that millennial respondents with a higher educational level were more likely to stay in their jobs, and they still view compensation as the most important aspect in meeting their daily demands.

Problem Number 2. What is the workplace ostracism level among employees in Company X?

Table 2 Workplace Ostracism Level among Employees in Company X

Indicators in terms of Workplace Ostracism	$\bar{X}$	VI	Rank
1. Others ignored you at work.	2.24	OW	1
2. Others left the area when you entered.	1.44	N	10
3. Your greetings have gone unanswered at work.	1.69	N	4
4. You involuntarily sat alone in a crowded lunchroom at work.	1.53	N	8
5. Others avoided you at work.	1.58	N	7
6. You noticed others would not look at you at work.	1.73	N	3
7. Others at work shut you out of the conversation.	1.67	N	5
8. Others refused to talk to you at work.	1.64	N	6
9. Others at work treated you as if you weren't there.	1.47	N	9
10. Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.	1.89	OW	2
GENERAL ASSESSMENT	**1.69**	**N/EL**	

Legend:
6.16 – 7.00 Always (A)/ Extremely High
5.30 – 6.15 Constantly (C)/ Very High
4.44 – 5.29 Often (O)/ High
3.58 – 4.43 Fairly Often (FO)/ Moderate
2.72 – 3.57 Sometimes (S)/Low
1.86 – 2.71 Once in a While (OW)/ Very Low
1.00 – 1.85 Never (N)/ Extremely Low

Table 2 showed that the workplace ostracism level among employees in Company X had a general assessment of **1.69** which was verbally interpreted as **Never (N)/ Extremely Low**. Furthermore, the indicator

"Others ignored you at work." had the highest computed mean of **2.24** which was verbally interpreted as **Once in a While (OW)/ Very Low**. Followed by the indicator "Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break" with computed mean of **1.89** which was verbally interpreted **as Once in a While (OW)/ Very Low**. Subsequently, the indicator "You noticed others would not look at you at work" with computed mean of **1.73** which was verbally interpreted as **Never (N)/ Extremely Low**. Meanwhile, the indicator "Others left the area when you entered." had the lowest computed mean of **1.44** and was interpreted as **Never (N)/ Extremely Low**.

The findings reveal that workplace ostracism is not a significant issue among the employees of Company X. This is attributed to the type of work and their pledge in the company to provide fairness in dealing with employees, suppliers and contractors which required extensive collaboration and social interaction among employees to meet the demands of clients. Additionally, the transition from remote work to onsite work during the pandemic has contributed to a more cohesive work environment.

In support of the findings, the study of Jahanzeb & Fatima (2019) presented evidence that societal interactions were highly valued and that staying isolated was challenging. In keeping with the study of Howard et al. (2020) and Bilal et al. (2020), workplace ostracism has a substantial impact on how people perceive social support; lack of unity among employees inhibits socializing and stimulates exclusion at work.

Problem Number 3. What is the work productivity level among employees in Company X?

Table 3 Work Productivity Level among Employees in Company X

Indicators in terms of Work Productivity	$\overline{X}$	VI	Rank
1. How concentrated and efficient have I felt in the last two hours?	3.07	R	5
2. How tired or sleepy have I felt in the last two hours?	2.16	L	8
3. How productive have I felt in the last two hours?	3.31	V	1
4. How able to make work-related decisions have I felt in the last two hours?	3.20	R	2
5. How confident in my work-related decisions have I been in the last two hours?	3.18	R	3
6. How annoyed or upset during work have I been in the last two hours?	1.93	L	10
7. How difficult has it been to get work done in the last 2 hours?	2.29	L	7
8. How excited to work have I been in the last 2 hours?	2.87	R	6
9. How affected by physical symptoms (pain, dizziness, etc.) have I been in the last 2 hours?	2.07	L	9
10. How satisfied with my work performance have I been in the last 2 hours?	3.13	R	4
GENERAL ASSESSMENT	**2.72**	**R/H**	

Legend:
3.25 – 4.00 Very (V)/ Very High   1.75 – 2.49 Little (L)/ Low
2.50 – 3.24 Regular (R)/ High   1.00 – 1.74 Nothing (N)/ Very Low

Table 3 showed that the work productivity level among employees in Company X had a general assessment of **2.72** which was verbally interpreted as **Regular (R)/ High**. Furthermore, the indicator "How productive have I felt in the last two hours?" had the highest computed mean of **3.31** which was verbally interpreted as **Very (V)/ Very High**. Followed by the indicator "How able to make work-related decisions have I felt in the last two hours?" with the computed mean of **3.20** which was verbally interpreted as **Regular (R)/ High.** Subsequently, the indicator "How confident in my work-related decisions have I been in the last two hours?" with the computed mean of **3.18** which was verbally interpreted as **Regular (R)/ High.** Meanwhile, the indicator "How annoyed or upset during work have I been in the last two hours?" had the lowest computed mean of **1.93** and was interpreted as **Little (L)/ Low.**

The process of measuring deliverables in Company X can infer with the indication of high levels of work productivity of employees, given the services offered by the company, which produced and provided tangible materials to business clients within a specific period of time, and the required Key Performance

Indicator to measure the productivity and performance of the employees.

As mentioned by Bárcenas (2020), employee productivity was the quantity of work (or output) produced by an employee during a particular period of time. According to Simplilearn (2022), productivity refers to how quickly a person completes a task. It was defined as the rate at which a company or country produces products and services (output), often quantified in terms of the amounts of resources utilized to produce such goods and services, such as labor, capital, energy, and other resources.

Problem Number 4. Is there a significant difference in the employees' workplace ostracism level when grouped according to profile variables?

Table 4.1 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Age

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees'	Between Groups	60.208	5	12.042	44.404	**.000**	Significant	Reject H_o
Workplace	Within Groups	10.576	39	.271				
Ostracism	Total	70.784	44					

Level of significance 0.05

As shown in Table 4.1, there was a **significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their age. The generated computed probability value of employees' workplace ostracism was **.000** which was lesser than the level of significance of 0.05; thus, the **null hypothesis was rejected**.

Based on the results, it was indicated that employees from different age groups perceive, or experience workplace ostracism significantly differed from one another. One possible reason for this could be the age diversity of employees in Company X, with a significant representation of Millennials alongside members from Generation Z, Generation X, and Baby Boomers.

According to some research, age can influence ostracism at work. In the book of Peng and Salter (2021), older employees might encounter ostracism from younger employees, especially if younger generations see the presence of older employees as a barrier to employment. Consistent to the article of Indeed Editorial Team (2022) which mentioned that millennials are characterized by their tendency to challenge the hierarchical status quo, confidently expressing their opinions, ideas, and even challenging their superiors when they believe it is appropriate. Furthermore, Chang et al. (2019) discovered that subordinates' ages were associated with feelings of rejection by managers.

Table 4.2 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Gender

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees'	Between Groups	.620	1	.620	.380	**.541**	Not	Accept H_o
Workplace	Within Groups	70.165	43	1.632			Significant	
Ostracism	Total	70.784	44					

Level of significance 0.05

As shown in Table 4.2, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their gender. The generated computed probability value of employees' workplace ostracism was **.541** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

In that means, it is suggested that gender is not a significant factor in explaining differences in workplace ostracism. In contrast to the findings of Kwan et al. (2021) that gender was substantially connected with workplace ostracism, and men were more likely than women to perceive workplace ostracism. It was also

discovered in the study of Chang et al. (2019) that feeling ostracized by managers was related to the gender of the subordinates.

Table 4.3 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Civil Status

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Workplace Ostracism	Between Groups	4.221	2	2.110	1.332	.275	Not Significant	Accept H_o
	Within Groups	66.564	42	1.585				
	Total	70.784	44					

Level of significance 0.05

As shown in Table 4.3, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their civil status. The generated computed probability value of employees' workplace ostracism was **.275** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The results indicated that the civil status of employees in Company X was not a significant factor in workplace ostracism. This contradicted previous research that has suggested that civil status could contribute to ostracism in the workplace, such as studies of Uslu (2021), Ong (2022), and Mete (2019) who found that single employees were more likely to be ostracized at work than married employees. Workplace ostracism varies, and unmarried respondents appeared to encounter more ostracism at work.

Table 4.4 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Highest Educational Attainment

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Workplace Ostracism	Between Groups	9.671	5	1.934	1.234	.312	Not Significant	Accept H_o
	Within Groups	61.113	39	1.567				
	Total	70.784	44					

Level of significance 0.05

As shown in Table 4.4, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their highest educational attainment. The generated computed probability value of employees' workplace ostracism was **.312** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The results revealed that the level of workplace ostracism experienced or perceived by employees did not significantly vary based on their highest educational attainment. The findings of the study were consistent with those of other studies, such as studies of Kwan et al. (2021) and Ozer (2022) revealed that no association between perceived ostracism and education.

Table 4.5 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Rank or Position

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Workplace Ostracism	Between Groups	2.554	2	1.277	.786	.462	Not Significant	Accept H_o
	Within Groups	68.231	42	1.625				
	Total	70.784	44					

Level of significance 0.05

As shown in Table 4.5, there was **no significant difference** between the responses of the groups of

respondents on the above-mentioned variables when grouped according to their rank or position. The generated computed probability value of employees' workplace ostracism was **.462** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The findings of the study showed that workplace ostracism did not reveal a statistically meaningful distinction based on employees' rank or position. On the contrary, Kim and Ishikawa (2021) discovered workplace ostracism, and it was possible that the unfavorable outcome were just as significant for low-ranking persons without influence in the company.

Table 4.6 Test of Significant Difference on the Employees' Workplace Ostracism Level Company X when grouped according to Length of Service

Variable		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Workplace Ostracism	Between Groups	13.928	3					
		56.857	41	4.643	3.348	**.028**	Not Significant	Accept H_o
	Within Groups	70.784	44	1.387				
	Total							

Level of significance 0.05

As shown in Table 4.6, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their length of service. The generated computed probability value of employees' workplace ostracism was **.028** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The results suggested that there was no statistically difference between workplace ostracism and employees' length of service which contradicts the findings of previous studies. Chang et al. (2019) discovered a link between employees feeling ostracized and their length of service in a company, while Riaz & Hussain (2019) emphasized that employees with less tenure were more prone to perceiving ostracism.

Problem 5. Is there a significant difference in the employees' work productivity level when grouped according to profile variables?

Table 5.1 Test of Significant Difference on the Employees' Work Productivity Level Company X when grouped according to Age

Variable		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	3.631	5	.726	4.058	**.005**	Significant	Reject H_o
	Within Groups	6.981	39	.179				
	Total	10.612	44					

Level of significance 0.05

As shown in Table 5.1, there was a **significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their age. The generated computed probability value of Employees' Work Productivity was **.005** which was lesser than the level of significance of 0.05; thus, the **null hypothesis was rejected**.

The findings highlighted that different age groups exhibited significant differences in their work productivity. This can be due to the fact that older employees have more work experience, which has resulted in higher productivity. They were the ones with the greater work ethic and a desire to keep their position. However, older employees have health difficulties that limit their capacity to perform specific activities or work long hours, and they are less comfortable with new technologies.

According to research by Börsch-Supan et al. (2021), productivity decreases with age in groups performing routine tasks and increases with age in groups performing more difficult tasks. Additionally, Nabila et al. (2019) found that workers with an average age were also more productive in their ability to work.

Table 5.2 Test of Significant Difference on the Employees' Work Productivity Level Company X when grouped according to Gender

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	.005	1	.005	.020	**.887**	Not Significant	Accept H$_o$
	Within Groups	10.607	43	.247				
	Total	10.612	44					

Level of significance 0.05

As shown in Table 5.2, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their gender. The generated computed probability value of Employees' Work Productivity was **.887** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The results of the study revealed that productivity at work in Company X did not show a statistically meaningful distinction with the gender of employees. This was in contrast to some studies such as on writing of Berman (2018), which found that while there were no differences between genders in self-reported work productivity before the Covid-19 pandemic, women during the lockdown reported lower productivity and job satisfaction than males. Hive claimed that women exert 10% more effort than men in the workplace nowadays.

Table 5.3 *Test of Significant Difference on the Employees' Work Productivity Level Company X when grouped according to Civil Status*

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	.967	2	.483	2.105	**.135**	Not Significant	Accept H$_o$
	Within Groups	9.645	42	.230				
	Total	10.612	44					

Level of significance 0.05

As shown in Table 5.3, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their civil status. The generated computed probability value of Employees' Work Productivity was **.135** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

It implies that civil status of employees was not a significant factor in workplace ostracism. Contrary to study of Moore (2018) that claimed civil status affects job productivity, married men were more productive and motivated than single employees. Based on studies on productivity and marital status, married people were more productive at work, according to the blog posted by Bahaieva (2020). This was confirmed by Dr. and Din's (2020) study, which found a substantial relationship between marital status and work performance.

Table 5.4 *Test of Significant Difference on the Employees' Work Productivity Level Company X when grouped according to Highest Educational Attainment*

	Variable	Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	.712	5	.142	.561	**.729**	Not Significant	Accept H$_o$
	Within Groups	9.900	39	.254				
	Total	10.612	44					

Level of significance 0.05

As shown in Table 5.4, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their highest educational attainment. The generated computed probability value of Employees' Work Productivity was **.729** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The results revealed that the level of work productivity perceived by employees did not significantly

vary based on their highest educational attainment, which contradicts the study of Kampelmann et al. (2018) that mentioned that educational background has a stronger influence on productivity. Workers with higher education levels appear to be much more productive than those with less education. This was supported by the research of Kakenya and Litunya (2019), who stated that each employee had some type of education, and that this factor contributed to the variety of experience and increased productivity inside the company.

Table 5.5 Test of Significant Difference on the *Employees' Work Productivity Level Company X when grouped according to Rank or* Position

Variable		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	2.554	2	.248	1.030	.366	Not Significant	Accept H$_o$
	Within Groups	68.231	42	.241				
	Total	70.784	44					

Level of significance 0.05

As shown in Table 5.5, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their rank or position. The generated computed probability value of Employees' Work Productivity was **.366** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The findings of the study shows that work productivity did not reveal a statistically meaningful distinction based on employees' rank or position in the company. While other research has focused on the connection between rank or position and work productivity.

Based on the blog of Anaejionu (2023) job titles affect productivity. A higher-status work designation usually implies that a person carries greater responsibility and that more was expected of him. A person who believed that it was his responsibility to be productive at work will often meet this requirement more easily and quickly than someone who believes that his job and title were insignificant.

Table 5.6 Test of Significant Difference on *the Employees' Work Productivity Level Company X when grouped according to Length of* Service

Variable		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Employees' Work Productivity	Between Groups	.617	3	.206	.843	.478	Not Significant	Accept H$_o$
	Within Groups	9.995	41	.244				
	Total	10.612	44					

Level of significance 0.05

As shown in Table 5.6, there was **no significant difference** between the responses of the groups of respondents on the above-mentioned variables when grouped according to their length of service. The generated computed probability value of Employees' Work Productivity was **.478** which was more than the level of significance of 0.05; thus, the **null hypothesis was accepted**.

The result suggests that the length of service of employees in Company X has nothing to do with workplace ostracism. This finding opposes the research result found by Gagliardi et al. (2022), who claimed that tenure was particularly beneficial for productivity in a company with a high degree of consistency and low job complexity. Furthermore, Lakshmita et al. (2022) discovered that one of the profile elements that had a substantial impact on productivity was the length of service.

Problem 6. Is there a significant relationship between Company X's employees' workplace ostracism level and work productivity level?

Table 6 *Test of Significant Relationship between Company X's Employees'* Workplace Ostracism Level and Work Productivity Level

Independent Variable	Dependent Variable	r value	P value	Remarks	Decision
Employees' Workplace Ostracism Level	Work Productivity Level	.588**	.000	Significant	Reject H$_o$

**Correlational at the level 0.01
*Correlational at the level 0.05(Two-tailed)

Table 6 showed that there was a **significant relationship** between the independent and dependent variables. The test of significant relationship between employees' workplace ostracism level and work productivity level, the **r value .000** was interpreted as with moderate positive to high positive correlation as to correlate workplace ostracism and work productivity. The computed probability value of .000 was lesser than the level of significance ($P<0.05$); thus, the **null hypothesis was rejected**.

The results of the study indicate a relationship between workplace ostracism and work productivity, whereby higher level of workplace ostracism was associated with lower work productivity while lower level of workplace ostracism was associated with higher work productivity. Employees who were excluded by coworkers might have an adverse result on their productivity. When an employee feels ignored or neglected by their coworkers or superiors, they become disengaged and unmotivated, which can lead to a decline in work productivity.

To further explain, some studies that were undertaken proved the association between workplace ostracism and work productivity. In accordance with Indeed Career Guide (2022), having strong workplace relationships boosts both productivity and job-related abilities. Robinson et al. (2013 as cited in Bilal et al., 2020) added that task performance was reduced after experiencing instances of exclusion, which was a frequent consequence of being excluded. According to Imran et al. (2021), workplace ostracism affected employee performance through employee silence and vocal behaviors. Oberai (2021) also stated that it was widely recognized that the nature of ostracism might be silent, but its effects, such as lower job engagement, decreased work performance, increased desire to resign, and so on, were quite noticeable.

Problem Number 7. Based on the findings of the study, what mental health workplace program may be proposed?

The primary objective of this research was to determine the relationship between workplace ostracism and work productivity. It will also examine the levels of workplace ostracism and productivity across various profile backgrounds. Thus, this will educate and create awareness about the aforementioned variable and develop systematic mental health workplace programs.

With the findings of the study, the mental health workplace program was developed to abolish workplace ostracism and increase work productivity by integrating to one of the significant profile variables which was age. The Project "AKAP" or **A**voidance and **K**nowledge on Workplace Ostracism **A**ccelerate Work **P**roductivity that was derived from the English word "embrace" that is opposing ostracism or an act of being ignored or excluded. This mental health program helps employees and the organization to maintain good mental health, reduce stress, and manage their emotional well-being. This leads to a happier, healthier, and more productive workforce.

The first program proposed was entitled "Age Diversity: Navigating the Challenges of a Multi-Generational Workplace". This was crafted due to the result of the findings that age might be a significant factor in workplace ostracism. This training program has five (5) sessions with the following topics, identifying workplace ostracism, understanding age diversity, battling age diversity and ostracism at work, communication and collaboration across generations, and legal and ethical considerations. This entire course can be completed in two days of training.

The second program, a webinar entitled "Breaking Down Age Barriers for Productive Workplace" was being created based on the result of the findings that age had statistically significant with work productivity.

This training program can be done online and in a whole day. It has five (5) sessions with the following topics, knowledge on age diversity, establishing effective generational teams, eliminating age-related productivity challenges, fostering a productive and inclusive workplace culture, and legal and ethical considerations.

Another program was designed using the indicators derived from the main variables. The program titled "Nurturing an Inclusive Workplace" was specifically developed based on the lowest mean score obtained for the workplace ostracism indicator, "Others left the area when you entered." This program takes the form of an online webinar that spans a full day. It comprised three (3) sessions centered around the following themes: comprehending inclusion, fostering awareness and empathy, and advocating for inclusive practices.

Furthermore, the indicator "How annoyed or upset have I been during work in the past two hours?" yielded the lowest mean in work productivity. This finding served as the foundation for the in-person program titled "Mindset Makeover: Transforming Negativity into Productivity," which can be completed within a single day. This program consisted of three (3) sessions: understanding the impact of negativity, enhancing motivation and goal setting, and practicing positive thinking and mindfulness.

Project AKAP can be adapted by the company or used as a guide to provide more comprehensive employee training.

Table 7
The Proposed Program

Project "AKAP"
A Mental Health Workplace Program
Avoidance and Knowledge on Workplace Ostracism to Accelerate Work Productivity

KEY RESULT AREA	PROGRAMS/ ACTIVITIES	OBJECTIVES	TIME FRAME	PERSONS INVOLVED	SOURCE OF FUND	SUCCESS INDICATORS
Age in relation to Workplace Ostracism	Age Diversity: Navigating the Challenges of a Multi-Generational Workplace	Objective of the program is to combat misconceptions about age diversity and its association on engaging in ostracizing employees. Provide information on the significance of age diversity as well as techniques for preventing workplace ostracism.	Once a year	- Human Resources Department - Employees	HRD Training Fund	95% of employees will be aware of the detrimental effects of ageism and ostracism at work and will be able to mitigate them by developing healthy connections with coworkers.
Age in relation to Work Productivity	Webinar on "Breaking Down Age Barriers for Productive Workplace"	The objective of the program is to achieve high levels of productivity by eliminating age-related biases and presumptions in the workplace and to foster knowledge-sharing across generations for the enhancement of work productivity.	Biannual	- Human Resources Department - Employees	HRD Training Fund	90% of employees will adopt the skills and knowledge essential to perform more effectively and efficiently to increase work productivity by embracing age diversity.
"Others left the area when you entered"	Webinar on Nurturing an Inclusive Workplace	This program aims to provide participants with the knowledge, skills, and strategies to create and maintain an inclusive workplace environment.	Once a year	- Human Resources Department - Employees	HRD Training Fund	90% of employees will understand the concept and significance of an inclusive workplace, including its benefits for individuals and organizations.
"How annoyed or upset during work have I been in the last two hours?"	"Mindset Makeover: Transforming Negativity into Productivity"	The goal of the program is to provide participants with the necessary knowledge and tools to effectively transition their mindset from negative to positive,	Biannual	- Human Resources Department - Employees	HRD Training Fund	90% of employees will demonstrate a measurable improvement in their ability to shift their mindset from negativity to positivity, leading to noticeable

KEY RESULT AREA	PROGRAMS/ ACTIVITIES	OBJECTIVES	TIME FRAME	PERSONS INVOLVED	SOURCE OF FUND	SUCCESS INDICATORS
		resulting in heightened productivity and personal development.				increases in productivity and personal.

6. Conclusions

The following conclusions have been reached: the majority of employees are millennials, predominantly male, married, college-educated, and hold rank and file positions with 5 to 10 years of tenure. The level of workplace ostracism in Company X is remarkably low, while work productivity is high. Age has a significant difference on workplace ostracism level and work productivity level, but other variables such as gender, civil status, educational attainment, rank, and length of service do not. There is a significant relationship between workplace ostracism and work productivity. The proposed program is expected to raise awareness about workplace ostracism and enhance work productivity.

7. Recommendations

Based on the presented results and conclusions, the following recommendations are highly encouraged: foster a culture of valuing diversity and differences among employees and management; implement regular monitoring of employee well-being and design a systematic program to enhance interpersonal skills; promote productivity while prioritizing well-being; recognize and appreciate age diversity in the workplace for increased creativity and productivity; raise awareness about the consequences of inappropriate behavior within the company; utilize Project AKAP as a guide to eliminate workplace ostracism and promote productivity without compromising mental health; future researchers should conduct comprehensive investigations into the correlation between workplace ostracism and productivity using impact or regression analysis, employing a mixed-method research approach to validate its presence and explore different perspectives.

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