

Social Support, Job Demands, and Workplace Incivility in Generation Z

Social Support, Job Demands, and Workplace

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ABSTRACT

Workplace incivility such as rudeness, exclusion, and disrespect is a growing issue, especially among Generation Z employees who are prone to stress and mental health issues. Incivility has negative consequences, including decreased productivity and increased absenteeism. This study examines the effects of job demands and social support on workplace incivility, with job stress as a mediating variable. Using a quantitative descriptive-causal research design, data were collected from 190 Generation Z employees through a structured questionnaire and analyzed using Structural Equation Modeling (SEM) with SmartPLS. The results showed that job demands had a significant positive effect on job stress, which in turn increased incivility. Conversely, social support was able to reduce job stress and incivil behavior. Job stress was shown to mediate the relationship between the independent variables (job demands and social support) and workplace incivility. These findings emphasize the importance of creating a supportive work environment and effective workload management to reduce incivil behavior and improve employee well-being, especially among younger generations.

Keywords: *Generation Z, Job Demand, Job Stress, Social Support, Workplace Incivility.*

ABSTRAK

Ketidaksopanan di tempat kerja seperti kekasaran, pengucilan, dan rasa tidak hormat menjadi isu yang meningkat, terutama di kalangan karyawan Generasi Z yang rentan terhadap stres dan masalah kesehatan mental. Ketidaksopanan berdampak negatif, termasuk penurunan produktivitas dan meningkatnya ketidakhadiran. Studi ini menguji pengaruh tuntutan pekerjaan dan dukungan sosial terhadap ketidaksopanan di tempat kerja, dengan stres kerja sebagai variabel mediasi. Menggunakan desain penelitian kuantitatif deskriptif-kausal, data dikumpulkan dari 190 karyawan Generasi Z melalui kuesioner terstruktur dan dianalisis menggunakan Structural Equation Modeling (SEM) dengan SmartPLS. Hasil menunjukkan bahwa tuntutan pekerjaan berpengaruh positif signifikan terhadap stres kerja, yang selanjutnya meningkatkan ketidaksopanan. Sebaliknya, dukungan sosial mampu menurunkan stres kerja dan perilaku tidak sopan. Stres kerja terbukti memediasi hubungan antara variabel independen (tuntutan pekerjaan dan dukungan sosial) dengan ketidaksopanan di tempat kerja. Temuan ini menekankan pentingnya menciptakan lingkungan kerja yang mendukung dan pengelolaan beban kerja yang efektif untuk mengurangi perilaku tidak sopan dan meningkatkan kesejahteraan karyawan, khususnya dari generasi muda.

Kata kunci: *Generasi Z, Permintaan Pekerjaan, Stres Kerja, Dukungan Sosial, Ketidaksopanan di Tempat Kerja.*

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INTRODUCTION

In an effort to maintain organizational sustainability, increasing productivity and operational efficiency is essential (Daniel, 2019; Raval et al., 2020; Obrenovic et al., 2020). One of the key strategies involves optimizing human resource management. A conducive and healthy work environment is necessary to support optimal human resource utilization, fostering positive interpersonal relationships among employees. However, in the current era of globalization, workplace competition is intensifying, and this often erodes the quality of the work environment. One phenomenon linked to this deterioration is workplace incivility. According to Ellahi et al. (2021) and Akib et al. (2022), workplace incivility can lead to job dissatisfaction, increased turnover intentions, mental health issues, and counterproductive work behaviors such as theft, absenteeism, harassment, and low productivity. In Indonesia, workplace incivility is no longer considered taboo. Based on Data Indonesia (2024), many formal workers report experiencing verbal rudeness in the workplace, such as cursing and shouting (47%), inappropriate jokes (40%), and gossip or slander (40%).

Several factors are associated with the rise in workplace incivility. One of them is social support. Sulfemi and Yasita (2020) and Wairisal (2023) define social support as information or feedback from others that conveys appreciation, love, respect, involvement, and care through communication. Social support is increasingly crucial for Generation Z employees, who report more mental health challenges than earlier generations. Generation Z has the highest incidence of mental health issues (18%), compared to Millennials (13%), Generation X (11%), and Baby Boomers (6%), as well as the highest rate of social health issues (14%). Adequate workplace social support can reduce stress and promote positive behavior. In contrast, the lack of support may lead to stress, strained relationships, and increased uncivil behavior. Without meaningful support, employees may feel isolated or overwhelmed, leading to negative reactions. Besides social support, job demand significantly influences workplace incivility. Vasconcelos (2020) and Seo (2024) define job demand as the workload placed on individuals within a set timeframe. Ningrat and Mulyana (2022), categorizes job demands into physical workload, social interaction, and emotional demands. High job demands, especially with poor workload distribution, rigid schedules, or lack of control, can heighten stress and provoke incivility. Long working hours also contribute.

Job stress often mediates the relationship between social support, job demand, and incivility (Shakoor et al., 2023; Mehmood et al., 2023). It refers to negative reactions experienced by employees under high pressure. Recent global reports show rising stress levels among workers, particularly from 2020 to 2022. As stress increases, employees may lose emotional control, raising the risk of incivility. Research by Ellahi et al. (2021) and Rahmi et al. (2024) found that social support negatively affects workplace incivility greater support leads to lower incivility. Meanwhile, job demand had a positive and significant effect higher demands increased uncivil behavior. A key difference between that study and this one lies in the research context. Foy et al. (2019) and Cohen and McKay (2020) focused on the Pakistani banking sector, while this study targets Generation Z employees, who face distinct psychological and social dynamics. Considering the unique challenges faced by Generation Z such as limited social support, increasing job demands, and heightened stress this study aims to examine how these factors relate to workplace incivility. It seeks to validate and expand upon existing theories and offer insights relevant to managing Generation Z employees more effectively. The purpose of this study is to assess the effects of social support and job demand on workplace incivility among Generation Z in Jakarta, with job stress as a mediating variable. This study's novelty lies in its specific focus on Generation Z and its examination of job stress as an intermediary. It aims to provide fresh insights and practical recommendations for organizations in managing workplace dynamics.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Social Support and Job Demand on Workplace Incivility

Workplace incivility has emerged as a critical issue undermining productivity and employee well-being in modern organizations (Wang, & Chen, 2020; Bhattarai et al., 2024). This phenomenon, characterized by low-intensity deviant behavior with ambiguous intent to harm, such as rudeness or disrespect, is increasingly prevalent among younger generations in the workforce. Two significant factors contributing to this trend are social support and job demand. Social support defined as the expression of care, appreciation, and assistance from peers and supervisors plays a protective role in minimizing workplace incivility. When employees feel supported, they are more likely to exhibit prosocial behaviors and respond to stressors in constructive ways. Conversely, a lack of social support can lead to emotional exhaustion, isolation, and retaliatory behaviors, thereby increasing the likelihood of incivility (Sulfemi & Yasita, 2020; Carmona & Lopez, 2022).

On the other hand, excessive job demands have been consistently associated with negative workplace outcomes. Job demand refers to the physical, psychological, social, or organizational aspects of a job that require sustained effort (Hughes et al., 2022; Jungert & Holm, 2022). High workload, tight deadlines, and emotional pressures can overwhelm employees, reducing their self-regulation and increasing irritability conditions conducive to incivility. Particularly for Generation Z employees, who already face heightened mental and social stress, such demands can be especially detrimental. The findings of Ellahi et al. (2021) and Supomo (2024) support this, showing that higher job demands significantly increase uncivil behaviors, while strong social support reduces them.

H1: Social support has a significant effect on workplace incivility.

H2: Job demand has a significant effect on workplace incivility.

Social Support and Job Demand on Job Stress

Job stress has become a prominent concern in the modern workforce, particularly among Generation Z employees who are entering professional environments with heightened emotional and psychological vulnerabilities (Batista & Reio 2019; Wu et al., 2021). Job stress is defined as the adverse emotional and physiological responses that occur when job requirements do not align with employees' abilities or available resources. Two important antecedents to job stress are social support and job demand. Social support within the workplace serves as a buffer against stress by providing individuals with emotional reassurance, practical assistance, and a sense of belonging. According to Sulfemi and Yasita (2020) and Tantri and Roseline (2021), the presence of appreciation, respect, and active communication significantly alleviates psychological strain. For Generation Z, who are reported to experience the highest rates of mental and social health issues among all generational cohorts, social support is not just beneficial—it is essential. A supportive work culture can reduce perceived stress, enhance coping mechanisms, and promote resilience in demanding situations.

Conversely, job demand exerts pressure on employees by imposing workloads and expectations that may exceed their physical or emotional capacities. Yuniasanti et al. (2019) and Jolly et al (2021), identifies job demands as stressors that encompass time pressure, complex tasks, and emotional labor. When these demands are excessive or poorly managed, employees may experience burnout, fatigue, and ultimately higher levels of job stress. Ningrat and Mulyana (2022) and Putra (2024) further emphasize that persistent high demands, without adequate resources or control, can lead to chronic stress responses.

H3: Social support has a significant effect on job stress.

H4: Job demand has a significant effect on job stress.

Job Stress, Social Support, Job Demand, and Workplace Incivility

Job stress plays a critical mediating role in understanding how social support and job demand influence workplace incivility (Osazefua, 2019; Anwar, 2024). Workplace incivility, which includes behaviors such as rudeness, sarcasm, and exclusion, is often a manifestation of underlying emotional strain. When employees are exposed to high levels of stress, their ability to regulate emotions, maintain patience, and engage in respectful interaction diminishes. As such, job stress acts as a psychological pathway through which both supportive and demanding workplace conditions can lead to incivility. Social support serves as a protective factor in this process. According to Caiado et al. (2019) and Sulfemi and Yasita (2020), when employees feel valued, respected, and connected through effective communication, their emotional resilience improves, reducing their susceptibility to stress. Reduced stress, in turn, minimizes the likelihood of expressing frustration through uncivil behaviors. This suggests that the presence of strong social support can indirectly lower workplace incivility by first alleviating job stress.

Conversely, job demand often exacerbates emotional exhaustion. Ramadhan and Fajarwati (2024) noted that excessive workloads, time pressure, and emotional labor can overwhelm employees, especially when they lack autonomy or support. High job demands increase stress levels, which may later manifest as irritability, impulsiveness, or hostile interactions in the workplace. Therefore, job stress serves as a key mechanism through which job demand heightens workplace incivility.

H5: Social support has a significant effect on workplace incivility through job stress.

H6: Job demand has a significant effect on workplace incivility through job stress.

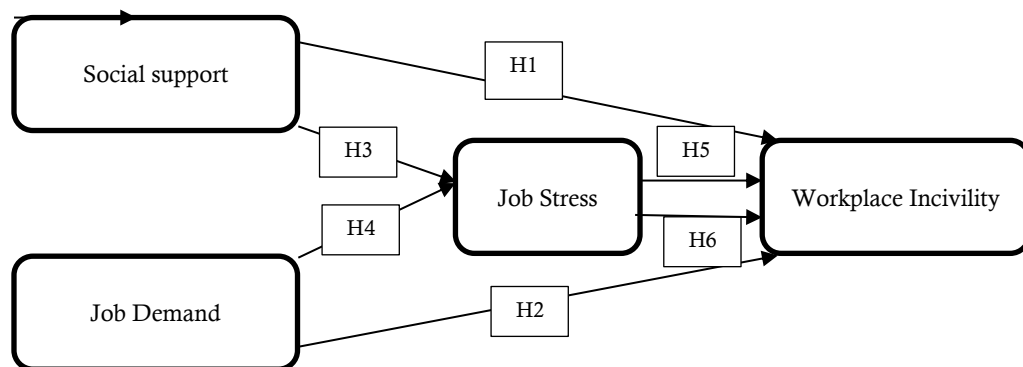


Figure 1. Conceptual Framework

Figure 1 is a conceptual model that illustrates the relationship between social support, job demand, job stress, and workplace incivility. In this model, social support and job demand act as independent variables that influence job stress as a mediating variable. Furthermore, job stress has an influence on workplace incivility as a dependent variable. This model shows that social support and job demands not only have direct effects, but also contribute indirectly to workplace incivility through increasing or decreasing levels of job stress. The direction of the arrows in the diagram indicates the flow of causal relationships between the variables tested in the study.

RESEARCH METHOD

This study aims to examine the influence of social support and job demand on workplace incivility among Generation Z employees in Jakarta, with job stress as a mediating variable. To address this objective, the research adopts a causal descriptive design through a quantitative approach. According to Sugiyono (2024), the quantitative method is based on the philosophy of positivism and is employed to investigate specific populations or samples, gather measurable data using structured instruments, and test

predefined hypotheses through statistical analysis. This design is considered appropriate to explore the relationships and indirect effects among the variables of interest. The target population in this study consists of Generation Z employees, defined as individuals born between 1997 and 2012, who are currently working in companies or organizations located in Jakarta. Given the vast and undefined nature of the population, the study employs non-probability sampling using a purposive sampling technique. This method allows the researcher to select respondents who meet specific criteria relevant to the research objectives, namely being part of Generation Z and employed in Jakarta-based institutions. The sample size is determined using the Hair formula, which recommends a range of 5 to 10 times the number of indicators used in the study. Referring to Sari (2023), and based on 19 indicators included in the research model, the minimum sample size required is 190 respondents (19×10).

Data collection was carried out using a questionnaire distributed to eligible participants. The questionnaire consists of structured items designed to measure the variables of social support, job demand, job stress, and workplace incivility. The items were adapted from established scales in previous studies and tailored to fit the context of Generation Z employees. Responses were recorded using a Likert scale to capture the level of agreement or intensity of the participants' experiences and perceptions. The data collected were analyzed using descriptive and inferential statistics. Descriptive analysis was used to summarize the characteristics of the respondents and the general distribution of responses. Inferential analysis, particularly path analysis, was used to test the causal relationships among the variables and to examine the mediating role of job stress. This statistical technique enables the assessment of both direct and indirect effects, aligning with the study's objective to explore how job stress mediates the influence of social support and job demand on workplace incivility. By focusing specifically on Generation Z employees in Jakarta, this study aims to generate empirical insights into how generational factors interact with organizational stressors to influence uncivil workplace behaviors. The findings are expected to offer practical implications for human resource practices, particularly in developing support systems and managing workload expectations to reduce incivility and enhance employee well-being.

RESULTS

The results of this study confirm several hypotheses regarding the relationships between Social Support, Job Demand, Job Stress, and Workplace Incivility. First, Social Support was found to significantly affect Workplace Incivility ($p = 0.035$; $t = 2.113$; $\beta = 0.170$), indicating that inappropriate support can inadvertently escalate incivility. Job Demand also had a significant positive impact on Workplace Incivility ($p = 0.017$; $t = 2.390$; $\beta = 0.172$), suggesting that high work pressure contributes to increased uncivil behavior. Furthermore, Social Support negatively affected Job Stress ($p = 0.000$; $t = 4.872$; $\beta = 0.458$), while Job Demand positively affected it ($p = 0.006$; $t = 2.775$; $\beta = 0.271$). Job Stress itself significantly increased Workplace Incivility ($p = 0.000$; $t = 5.621$; $\beta = 0.539$). Mediation analysis revealed that Job Stress mediated the positive relationship between Job Demand and Workplace Incivility ($p = 0.015$), but not in the case of Social Support, where mediation was not supported. Multigroup Analysis based on gender revealed no significant differences in all examined relationships, indicating that the effects of Social Support, Job Demand, and Job Stress on Workplace Incivility are consistent across male and female employees.

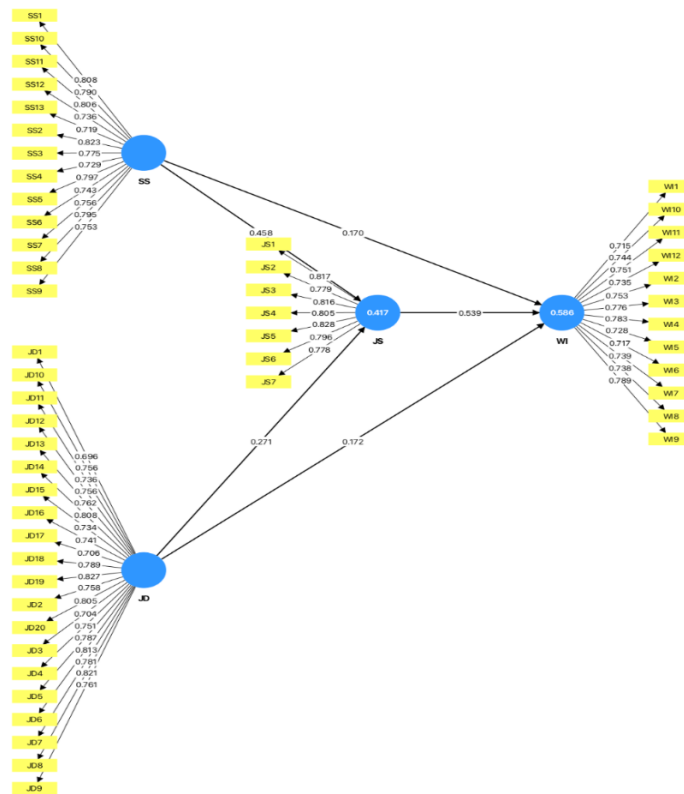


Figure 2. Outer Model

The Figure 2 shows the Partial Least Squares Structural Equation Modeling (PLS-SEM) structural model that illustrates the relationship between the constructs of Social Support (SS), Job Demand (JD), Job Stress (JS), and Workplace Incivility (WI). Each construct is measured by several indicators (marked with labels such as SS1–SS9, JD1–JD21, JS1–JS7, and WI1–WI9) with factor loadings that are all above the threshold value of 0.7, indicating good indicator reliability. Path coefficient values are displayed between the constructs, indicating the direct influence between the latent variables. Social Support has a negative effect on Job Stress ($\beta = 0.458$) and a positive effect on Workplace Incivility ($\beta = 0.170$), while Job Demand has a positive effect on Job Stress ($\beta = 0.271$) and Workplace Incivility ($\beta = 0.172$). Job Stress itself has the strongest influence on Workplace Incivility with a path coefficient of 0.539. The R^2 value of 0.417 for JS and 0.586 for WI indicates that this model explains quite high variability in each endogenous construct.

Table 1. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability
JD	0.963	0.966
JS	0.908	0.927
SS	0.943	0.950
WI	0.928	0.938

Based on the output Table 1 present the value Composite Reliability and Cronbach's Alpha in each construct is above 0.70, so it can be concluded that each construct in the model has good reliability.

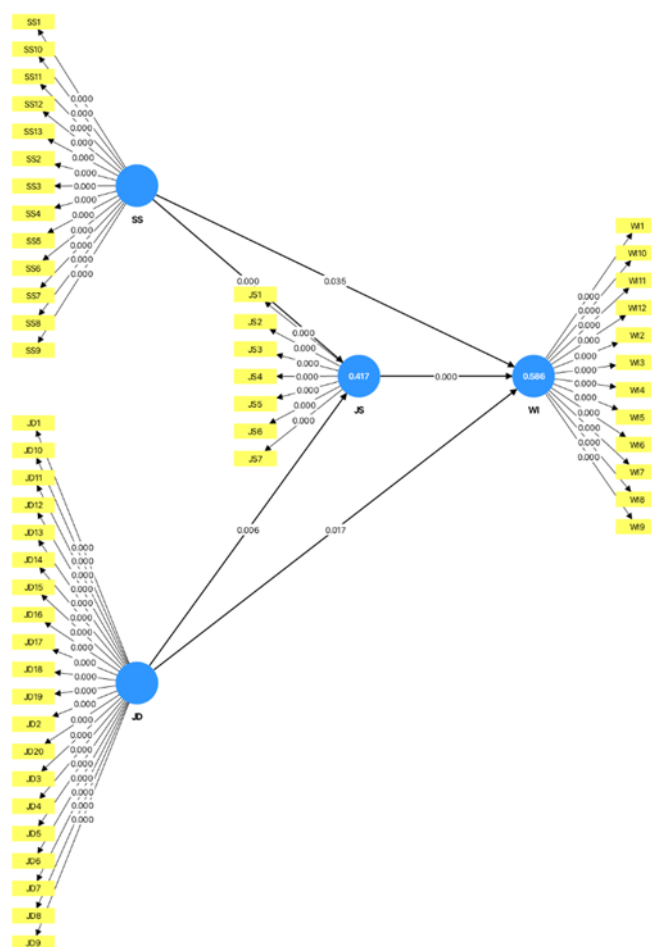


Figure 3. Inner Model

Figure 3 shows the results of the significance test of the PLS-SEM structural model through bootstrapping. It can be seen that all p-values (indicated by numbers along the relationship lines between constructs and indicators) are 0.000 or close to 0.000, indicating that all relationships between constructs (SS, JD, JS, and WI) and their constituent indicators are statistically significant at a confidence level of 95% or more. This confirms that the model has strong structural validity and the relationships between variables are significant. The R-square value shows that the Job Satisfaction (JS) variable has an R-square value of 0.417 and an adjusted R-square of 0.410, which means that around 41.7% of the variation in JS can be explained by its independent variables. Meanwhile, Work Intention (WI) has an R-square value of 0.586 and an adjusted R-square of 0.580, indicating that 58.6% of the variation in WI can be explained by the model, with an adjustment of 58.0% after taking into account the number of predictors in the model.

Based on the results of the analysis, it is known that the independent variable has an influence of 41.7% on the Job Stress variable, as indicated by the R Square value of 0.417. This means that 41.7% of the variation in Job Stress can be explained by the Social Support and Job Demand variables, while the remaining 58.3% is influenced by other variables. Meanwhile, the independent variable also has an influence of 58.6% on Workplace Incivility, as indicated by the R Square value of 0.586, which means that 58.6% of the variation in Workplace Incivility is explained by Social Support and Job Demand, with the remaining 41.4% influenced by other factors. Based on the result, the influence of Job Demand (JD) on Job Stress (JS) is 0.089 and on Workplace Incivility (WI) is 0.047, both of which are included in the small category. Meanwhile, Job Stress (JS) has a large influence on Workplace Incivility (WI) with a value of 0.409. Meanwhile, Social Support (SS) shows a moderate influence on Job Stress (JS) of 0.256, and a small

influence on Workplace Incivility (WI) of 0.040. These results indicate that Job Stress has a more dominant role in influencing Workplace Incivility compared to other factors.

Table 2. Estimates of Path Coefficients

Paths	Path Coefficient
Social Support -> Workplace Incivility	0.170
Job Demand -> Workplace Incivility	0.172
Social Support -> Job Stress	0.458
Job Demand -> Job Stress	0.271
Job Stress -> Workplace Incivility	0.539
Social Support -> Job Stress -> Workplace Incivility	0.247
Job Demand -> Job Stress -> Workplace Incivility	0.146

Table 2 present the magnitude of the influence between variables based on the Path Coefficient values, all of which are positive, indicating a unidirectional relationship between these variables. The relationship between Social Support and Workplace Incivility has a value of 0.170, while the relationship between Job Demand and Workplace Incivility is 0.172. Social Support is also related to Job Stress by 0.458, while Job Demand has an effect on Job Stress by 0.271. The strongest relationship occurs between Job Stress and Workplace Incivility with a value of 0.539. In addition, there is a positive mediation relationship from Job Stress to the influence of Social Support on Workplace Incivility with a value of 0.247, as well as to the influence of Job Demand on Workplace Incivility by 0.146. Overall, these findings indicate that Job Stress plays an important role in bridging the influence of other variables on Workplace Incivility.

Table 3. Hypothesis Testing Recapitulation

Test	Hypothesis	Connection	Path Coefficient	T Statistics	P Values	Alternative Hypothesis
Direct	1	Social Support -> Workplace Incivility	0.170	2.113	0.035	Accepted
	2	Job Demand -> Workplace Incivility	0.172	2.390	0.017	Accepted
	3	Social Support -> Job Stress	0.458	4.872	0.000	Accepted
	4	Job Demand -> Job Stress	0.271	2.775	0.006	Accepted
	5	Job Stress -> Workplace Incivility	0.539	5.621	0.000	Accepted
Indirect	6	Social Support -> Job Stress -> Workplace Incivility	0.247	3.786	0.000	Accepted
	7	Job Demand -> Job Stress -> Workplace Incivility	0.539	2.437	0.015	Accepted

Based on the Table 3, it can be concluded that Social Support has a significant and positive influence on Workplace Incivility, as evidenced by the value of $p = 0.035 < 0.05$, t statistic = 2.113 > 1.96, and a path coefficient of 0.170 so that hypothesis 1 is accepted. Job Demand also has a significant and positive influence on Workplace Incivility with a value of $p = 0.017 < 0.05$, t statistic = 2.390 > 1.96, and a path coefficient of 0.172, so that hypothesis 2 is accepted. In addition, Social Support has a significant and positive effect on Job Stress ($p = 0.000 < 0.05$, t statistic = 4.872 > 1.96, path coefficient 0.458), and Job Demand also has a significant and positive effect on Job Stress ($p = 0.006 < 0.05$, t statistic = 2.775 > 1.96, path coefficient 0.271), so that hypotheses 3 and 4 are accepted. Job Stress has a significant and positive effect on Workplace Incivility ($p = 0.000 < 0.05$, t statistic = 5.621 > 1.96, path coefficient 0.539), so that hypothesis 5 is accepted. In addition, Social Support has a significant and positive effect on Workplace Incivility through the Job Stress variable ($p = 0.000 < 0.05$, t statistic = 3.786 > 1.96, path coefficient 0.247), and

Job Demand also has a significant and positive effect on Workplace Incivility through Job Stress ($p = 0.015 < 0.05$, t statistic = 2.437 > 1.96, path coefficient 0.539), so that hypotheses 6 and 7 are also accepted.

Table 4. Multi Group Analysis (MGA)

Test	Difference (Male - Female)	1-tailed (Male vs Female) p value	2-tailed (Male vs Female) p value
JD -> JS	0.179	0.189	0.378
JD -> WI	0.091	0.305	0.609
JS -> WI	-0.241	0.866	0.268
SS -> JS	-0.216	0.864	0.273
SS -> WI	-0.042	0.632	0.736

Based on the Table 4, the MGA test results are interpreted through the p values as follows: the effect of Job Demand on Job Stress has a p value of 0.378; the effect of Job Demand on Workplace Incivility has a p value of 0.609; the effect of Job Stress on Workplace Incivility has a p value of 0.268; the effect of Social Support on Job Stress has a p value of 0.273; and the effect of Social Support on Workplace Incivility has a p value of 0.736.

DISCUSSION

Ellahi et al. (2021) and Udayani (2022) highlighted that incivility in the workplace manifested through verbal aggression, gossip, and derogatory jokes significantly undermines employee well-being and productivity. This study confirms their findings, particularly among Generation Z employees in Jakarta, where incivility is increasingly normalized. The results indicate that low levels of social support significantly contribute to the rise of uncivil behavior. Generation Z, who are reported to experience the highest mental health burdens (Data Indonesia, 2024), rely heavily on interpersonal connections in the workplace. Thus, insufficient support may not only trigger stress but also exacerbate retaliatory or impulsive responses, confirming the emotional exhaustion mechanism proposed by Sulfemi and Yasita (2020). Shakoor et al. (2023) emphasize that social support serves as a psychological buffer in high-demand work environments. This buffering role was evident in the current findings: employees with strong social support networks reported lower levels of job stress, which, in turn, reduced incidents of workplace incivility. The mediating role of stress reveals that support does not merely prevent incivility directly, but indirectly mitigates it by stabilizing emotional conditions, as also suggested by Carmona and Lopez (2022). This supports the Job Demands-Resources (JD-R) model, in which social support acts as a critical resource to reduce strain from job demands.

Chen et al. (2022) and Semmer et al. (2025) assert that excessive workload and time pressure increase job stress and disrupt emotional regulation. The present study aligns with this, showing that job demands significantly predict both elevated stress and increased incivility. Generation Z employees already prone to psychological overload are particularly sensitive to unbalanced task allocation and inflexible deadlines. This highlights how high job demands not only provoke stress but also create an emotionally volatile work atmosphere that fosters disrespectful behavior, in line with theory of energy depletion under high strain (Vasconcelos, 2020; Kaihlanen et al., 2023). Mehmood et al. (2023) argue that job stress often acts as a mediating bridge between external demands and deviant workplace behaviors. Our results reinforce this by demonstrating that job stress significantly mediates the influence of both social support and job demands on incivility. When job demands are excessive and social resources are lacking, stress levels escalate, leading to reduced impulse control, heightened irritability, and frequent interpersonal conflict. This mediating pathway is particularly relevant in Jakarta's urban professional settings, where long working hours are common (Databoks, 2016), and emotional exhaustion is normalized.

Qiu and Zhang (2022) note that leadership and organizational culture can moderate the dynamic stress-incivility, yet this study points to peer-driven social support as equally influential especially for younger employees who may not yet feel empowered to seek help from formal structures. This peer reliance highlights a contextual nuance: in collectivist cultures like Indonesia, informal social ties can hold more sway than managerial interventions. Hence, organizations must foster grassroots-level support systems, such as mentoring and collaborative work cultures, to mitigate incivility indirectly through stress reduction. Fukuzaki and Iwata (2023) and Mensah (2021) also observe that emotional demands and social dynamics interact differently across generational cohorts. The unique psychological profile of Generation Z marked by digital immersion, high sensitivity to feedback, and low tolerance for ambiguity makes them especially vulnerable to stress-induced incivility. The novelty of this study lies in recognizing these generational nuances and empirically verifying the stress-mediated pathways between job demands, social support, and uncivil behavior in a localized context.

CONCLUSION

The main findings of this study indicate that the level of social support is considered low by respondents, while job demands, job stress, and workplace incivility are high. Social support and job demand have a significant and positive effect on workplace incivility, both directly and indirectly through the mediation of job stress. Job stress also has a significant effect on workplace incivility. Interestingly, inappropriate social support can actually increase job stress and trigger incivility behavior in the workplace. The practical implications of these findings emphasize the importance of effective human resource management by creating a healthy and conducive work environment. Organizations need to pay attention to how to provide social support so that it is appropriate to needs and does not become an additional burden. In addition, realistic control of job demands and provision of adequate resources can help reduce job stress and minimize incivility. This strategy is essential to increase organizational productivity and sustainability, especially in the face of increasingly fierce competition.

In terms of theoretical implications, this study strengthens the Job Demands-Resources (JD-R) theory by showing that in addition to direct effects, social support and job demands influence incivility through the mediation of job stress. Limitations of this study include the focus on one generational group and the use of self-report data that has the potential to cause perception bias. Suggestions for further research are to expand the scope of samples across generations and organizational contexts, use longitudinal methods to see the dynamics of change, and explore moderating factors such as organizational culture and leadership in the relationship between social support, job demands, stress, and incivility in the workplace.

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