

THE EFFECTS OF EMPLOYMENT TSTATUS HIERARCHY AND ORGANIZATIONAL JUSTICE ON WORKPLACE SOCIAL EXCLUSION: THE MODERATING ROLE OF COLLECTIVE SOLIDARITY AMONG OUTSORCED EMPLOYEES IN THE BANKING SECTOR THE EFFECTS OF EMPLOYMENT

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Abstract

This study examines the dynamics of social exclusion in the workplace within the context of outsourcing employment arrangements, with particular attention to perceived employment status hierarchy and organizational justice. Drawing on status hierarchy and organizational justice theories, the research explores how perceived differences in employment status contribute to workplace social exclusion among outsourced employees. It also investigates whether perceptions of organizational justice can help reduce experiences of exclusion. Furthermore, the study analyzes the role of collective solidarity as a moderating variable that may buffer the negative effects of status hierarchy and perceived injustice on social exclusion. The research was conducted among outsourced employees at Bank Rakyat Indonesia, Tasikmalaya City Branch, using a quantitative survey design. Data we collect through structured questionnaires measuring perceptions of employment status hierarchy, organizational justice, collective solidarity, and workplace social exclusion. The data were analyzed using multiple regresion techniques, including moderation analysis. The findings are expected to contribute to the growing literature on status inequality in non-standard employment relationships and to offer practical insights for organizations seeking to foster a more inclusive work environment for outsourced employees.

Keywords: employment status hierarchy, organizational justice, workplace social exclusion, collective solidarity, outsourced employees.

INTRODUCTION

Over the past two decades, changes in employment structures have shown a significant increase in the use of non-standard work arrangements, including outsourcing systems. Globalization, cost-efficiency pressures, and the growing demand for organizational flexibility have driven many companies, particularly in the banking sector, to adopt outsourcing practices in managing their workforce (Zhang et al., 2024). In Indonesia, the banking industry is among the sectors that extensively employ outsourced workers, particularly in operational functions such as customer service, administrative support, security, and marketing.

While outsourcing provides organizational advantages in terms of efficiency and flexibility, it often creates clear distinctions in employment status between permanent employees and outsourced workers. These differences are reflected in various aspects, including compensation, career development opportunities, access to organizational resources, and social treatment in daily workplace interactions. Such conditions may give rise to an employment status hierarchy, where outsourced employees are positioned as a lower-status group compared to permanent employees.

From the perspective of status hierarchy theory, differences in social categorization within organizations can lead to inequalities in power, access to resources, and social legitimacy. Individuals occupying lower-status positions are more vulnerable to marginalization, negative stereotyping, and unequal treatment. In modern organizational contexts, these dynamics may manifest as workplace social exclusion, a condition in which individuals feel ignored, excluded from group activities, or treated as “outsiders” within the workplace environment (Luo et al, 2022).

Workplace social exclusion is not merely a interpersonal issue but has serious implications for employees’ psychological well being, organizational commitment, job performance, and turnover intentions. Prior studies have shown that employees who experience social exclusion tend to report higher levels of stress, lower work engagement, and decreased productivity (Wang et al., 2023; Jahanzeb et al., 2023). Therefore, understanding the determinants of workplace social exclusion in the context of non-standard employment relationships has become increasingly important. In addition to status hierarchy, perceived organizational justice also plays a critical role in shaping employees’ workplace experiences. Organizational justice theory emphasizes that perceptions of distributive, procedural, and interactional fairness influence individuals attitudes and behaviors within organizations. When employees perceive fairness in outcomes, decision making processes, and interpersonal treatment, the likelihood of experiencing social exclusion may decrease. Conversely, perceived injustice can reinforce feelings of marginalization and deepen social divides among employee groups (Zhang et al., 2024).

In the context of outsourced employees, issues of justice become more complex due to the presence of dual employment relationships. Outsourced workers are formally employed by service providers but operationally supervised by the client organization. This condition often leads to role ambiguity, unclear responsibilities, and potential inconsistencies in the fulfillment of rights and fair treatment. Such circumstances may further intensify perceptions of inequality and workplace social exclusion.

However, workplace social dynamics do not always produce uniformly negative outcomes. Collective-level factors, such as collective solidarity, may function as protective mechanisms that mitigate the adverse effects of status hierarchy and perceived injustice. Collective solidarity reflects a sense of belonging, mutual support, and cohesion among employees. In work environments characterized by high levels of solidarity, individuals may still feel valued and accepted despite occupying lower formal status positions (Mohammad & Nazir, 2023). Despite the growing body of literature on organizational justice and workplace social exclusion, studies that simultaneously integrate employment status hierarchy, organizational justice, and the moderating role of collective solidarity particularly in the context of outsourced employees in Indonesia’s banking sector remain limited. Most previous studies have focused on permanent employees or have been conducted in developed countries. Therefore, a significant empirical gap exists in understanding the social dynamics experienced by outsourced workers in developing country contexts.

As one of the largest state owned bank in Indonesia, Bank Rakyat Indonesia employs outsourced workers across various operational functions. The banking work environment, characterized by high professional standards, formal organizational structures, and clearly defined roles, provides a relevant

context for examining how employment status hierarchy and perceived organizational justice influence workplace social exclusion among outsourced employees.

Based on the above considerations, this study aims to examine the effects of perceived employment status hierarchy and perceived organizational justice on workplace social exclusion among outsourced employees. Furthermore, this investigates the moderating role collective solidarity in weakening the negative effects of status hierarchy and perceived injustice on workplace social exclusion. By focusing on outsourced employees in Bank Rakyat Indonesia, this study is expected to provide empirical evidence from a developing country context, where non-standard employment practices are increasingly prevalent.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The increasing prevalence of non-standard work arrangements, particularly outsourcing, has reinforced the existence of employment status hierarchies within organizations. Recent studies suggest that social categorization remains a fundamental mechanism shaping differential treatment among employee groups. Social identity processes contribute to bias, unequal access to career opportunities, and differential treatment toward lower-status groups (Sultana et al., 2026). In this context, outsourced employees are often positioned as the “out-group,” with limited access to organizational resources and social recognition. Such conditions increase their vulnerability to workplace social exclusion, including being ignored or excluded from work-related interactions (Yan et al., 2024). Workplace social exclusion has become a critical issue in contemporary organizational research due to its wide-ranging consequences for employee behavior and well-being. Empirical evidence indicates that workplace ostracism can trigger negative outcomes such as deviant behavior, reduced work engagement, and psychological distress (Luo et al., 2022). Furthermore, recent studies highlight that social exclusion may increase turnover intentions and reduce organizational commitment, particularly in the absence of an inclusive work environment (Noor & Abbas, 2024; Acta Psychologica, 2024).

In addition to status hierarchy, perceived organizational justice plays a central role in shaping employees’ workplace experiences. Organizational justice theory posits that perceptions of fairness whether distributive, procedural, or interactional significantly influence employee attitudes and behaviors, including job satisfaction, commitment, and absenteeism (Ha & Moon, 2023; Lee & Rhee, 2023). In modern contexts, organizational justice is also linked to more complex cognitive evaluations and social comparison processes (European Management Journal, 2023). For outsourced employees, disparities in compensation, benefits, and dual employment relationships may intensify perceptions of injustice, which in turn can reinforce feelings of social exclusion. Recent research also emphasizes the importance of contextual and collective factors in mitigating the negative effects of exclusion and injustice. Concepts such as inclusive climate and organizational social support have been shown to reduce the adverse effects of workplace ostracism on employees’ psychological needs (Luo et al., 2022). Moreover, supportive interpersonal relationships and social cohesion can act as buffering mechanisms against the negative consequences of social exclusion (Shah et al., 2025). In this regard, collective solidarity can be understood as a form of social cohesion that fosters a sense of belong, mutual support, and shared identity among employees, thereby potentially weakening the negative effects of status hierarchy and perceived injustice.

Despite the growing literature on workplace social exclusion and organizational justices, studies that simultaneously integrate employment status hierarchy, organizational justice, and the moderating role of collective solidarity particularly in the context of outsourced employees in the banking sector

remain limited. Therefore, this study aims to address this gap by empirically examining how these factors interact in influencing workplace social exclusion.

Based on the theoretical arguments above, the following hypotheses are proposed:

H1: Perceived employment status hierarchy has a positive effect on workplace social exclusion.

H2: Perceived organizational justice has a negative effect on workplace social exclusion.

H3: Collective solidarity moderates the relationship between perceived employment status hierarchy and workplace social exclusion, such that the relationship is weaker when collective solidarity is high.

H4: Collective solidarity moderates the relationship between perceived organizational justice and workplace social exclusion, such that the negative relationship is stronger when collective solidarity is high.

RESEARCH METHODS

The survey method is a quantitative research technique used to collect data from a number of respondents through structured instruments, such as questionnaires or standardized interviews, with the aim of describing the characteristics, attitudes, perceptions, or behaviors of a population. According to Earl Babbie, the survey method is a research approach that enables researchers to systematically collect quantitative data from a sample representing a population in order to generalize research findings.

Similarly, John W. Creswell states that the survey method is used to describe trends, attitudes, or opinions of a population by studying a sample of that population through instruments such as questionnaires. In addition, Sugiyono explains that the survey method is employed to obtain data from natural settings (not artificial environments), although the researcher applies certain procedures in the data collection process, such as distributing questionnaires or conducting structured interviews.

Thus, it can be concluded that the survey method is a research approach that focuses on collecting data from a large number of respondents using standardized instruments to obtain a general overview of a phenomenon, while also enabling researchers to generalize the findings to the broader population.

This study was conducted among outsourcing employees working at Bank Rakyat Indonesia, Tasikmalaya City Branch. This location was selected because it provides a relevant organizational context in which permanent employees and outsourcing employees work side by side, allowing for the examination of employment status hierarchy and its social implications. The population of this study consists of all outsourcing employees engaged in various operational functions, including customer service, administration, security, and other supporting roles. The sample comprised 32 respondents selected to represent the population.

Data were collected using a structured questionnaire distributed via the Google Forms platform. Participation in this study was voluntary, and respondents were informed about the purpose of the research prior to completing the questionnaire. Anonymity and confidentiality were ensured to minimize social desirability bias and to encourage honest responses. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

RESULTS AND DISCUSSION

This section presents the findings of the study based on data analyzed using SPSS. The results are described as follows.

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.743 ^a	.552	.521	3.835

a. Predictors: (Constant), X2, X1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	525.063	2	262.531	17.855	.000 ^b
	Residual	426.406	29	14.704		
	Total	951.469	31			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.626	4.002		2.405	.023
	X1	.619	.112	.693	5.550	.000
	X2	-.214	.124	-.215	-1.722	.096

a. Dependent Variable: Y

Source: SPSS Output

Based on the results of multiple linear regression analysis conducted on 32 respondents, the research model produced an R Square value of 0.552. This indicates that 55.2% of the variance in workplace social exclusion (Y) can be explained by the variables perceived employment status hierarchy (X1) and perceived organizational justice (X2), while the remaining 44.8% is influenced by other variables not included in the model. The simultaneous test (F-test) yielded an F value of 17.855 with a significance level of $p < 0.001$, indicating that the regression model is statistically significant and appropriate for explaining the relationships among variables.

The partial test (t-test) results show that perceived employment status hierarchy (X1) has a regression coefficient of $B = 0.619$, with a t-value of 5.550 and a significance level of $p < 0.001$. This finding indicates that X1 has a positive and significant effect on workplace social exclusion. Therefore, Hypothesis 1 (H1) is supported.

These findings suggest that the higher employees perceive the existence of an employment status hierarchy, the higher the level of social exclusion they experience in the workplace. This result is consistent with Social Identity Theory, which posits that individuals tend to categorize themselves into "in-groups" and "out-groups." In this context, permanent employees are more likely to be perceived as the dominant in-group, while outsourcing employees are positioned as the out-group, making them more vulnerable to social exclusion. Furthermore, this finding aligns with the concept of status hierarchy, where formal differences in organizational status can create disparities in social interactions, access to information, and recognition. In highly hierarchical work environments such as the banking sector, these status differences become more pronounced and contribute to the emergence of social exclusion.

Furthermore, the partial test results indicate that perceived organizational justice (X2) has a regression coefficient of $B = -0.214$, with a t-value of -1.722 and a significance level of $p = 0.096$. The direction of the relationship is negative, suggesting that higher perceptions of organizational justice are associated with lower levels of social exclusion. However, since the significance value exceeds 0.05, the effect is not statistically significant. Therefore, Hypothesis 2 (H2) is not supported.

Although the direction of this relationship is consistent with Equity Theory, which suggests that perceptions of fairness can enhance a sense of inclusion and reduce feelings of marginalization, the findings indicate that organizational justice is not a sufficiently strong factor in reducing social exclusion within the context of this study. Several explanations may account for this result. First, in the context of outsourcing employees, differences in employment status may be more salient than perceptions of fairness, making status hierarchy a stronger predictor of social exclusion. Second, the presence of a dual employment relationship may lead to inconsistent or ambiguous perceptions of organizational justice, thereby weakening its direct influence on employees' social experiences. Third, the relatively small sample size (32 respondents) may have limited the statistical power to detect a significant effect.

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.806 ^a	.649	.612	3.452
a. Predictors: (Constant), X1Z, Zscore(Z), Zscore(X1)				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	617.876	3	205.959	17.287	.000 ^b
	Residual	333.593	28	11.914		
	Total	951.469	31			
a. Dependent Variable: Y						
b. Predictors: (Constant), X1Z, Zscore(Z), Zscore(X1)						

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	14.804	.610		24.258
	Zscore(X1)	3.718	.628	.671	5.923
	Zscore(Z)	-1.636	.623	-.295	-2.626
	X1Z	1.035	.555	.212	1.865
a. Dependent Variable: Y					

Source: SPSS Output

Further analysis using moderated regression revealed that the model produced an R Square value 0.649, indicating that 64.9% the variance in workplace social exclusion can be explained by perceived employment status hierarchy, collective solidarity, and their interaction. The results show that perceived employment status hierarchy (X1) has a positive and significant effect on workplace social exclusion (B = 3.718; $p < 0.001$). In contrast, collective solidarity (Z) has a negative and significant effect on workplace social exclusion (B = -1.636; $p = 0.014$). However, the interaction term (X1Z) has a significance value of 0.073 (> 0.05), indicating that interaction effect is not statistically significant. Therefore, Hypothesis 3 (H3) is not supported.

These findings suggest that although collective solidarity has a direct effect in reducing workplace social exclusion, it does not moderate the relationship between employment status hierarchy and social exclusion. In other words, a higher level of solidarity is not sufficient to weaken the negative impact of employment status differences on employees' experiences of social exclusion. This indicates that the influence of employment status hierarchy on social exclusion tends to be strong and relatively

independent, making it less susceptible to social factors such as collective solidarity. In the context of outsourcing employees, formal status differences are likely more dominant in shaping social experiences than interpersonal relationships among employees.

Nevertheless, the findings also highlight that collective solidarity plays an important role as a direct factor in reducing social exclusion. This result is consistent with the theory of social solidarity proposed by Émile Durkheim, which emphasizes the importance of social cohesion in fostering integration and a sense of belonging among individuals within a group.

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.333 ^a	.111	.015	5.497
a. Predictors: (Constant), X2Z, Zscore(X2), Zscore(Z)				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.352	3	35.117	1.162	.342 ^b
	Residual	846.117	28	30.218		
	Total	951.469	31			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2Z, Zscore(X2), Zscore(Z)						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	14.798	1.257		11.775	.000
	Zscore(X2)	-.150	1.642	-.027	-.091	.928
	Zscore(Z)	-1.725	1.651	-.311	-1.045	.305
	X2Z	-.022	1.030	-.004	-.021	.983
a. Dependent Variable: Y						

Source: SPSS Output

Further moderated regression analysis show that the model produced an R Square value of 0.111, indicating that only 11.1% of the variance in workplace social exclusion (Y) can be explained by perceived organizational justice (X2), collective solidarity (Z), and their interaction. The simultaneous test (F-test) yielded an F value of 1.162 with a significance level of $p = 0.342$ (> 0.05), indicating that the overall regression model is not statistically significant.

Partially, the results indicate that perceived organizational justice (X2) has a regression coefficient of $B = -0.150$ with $p = 0.928$, suggesting a negative but non-significant effect. Collective solidarity (Z) has a coefficient of $B = -1.725$ with $p = 0.305$, which is also not statistically significant. Furthermore, the interaction variable (X2Z) has a coefficient of $B = -0.022$ with $p = 0.983$, indicating that the moderating effect is not significant. Therefore, Hypothesis 4 (H4) is not supported.

These findings indicate that collective solidarity does not moderate the relationship between perceived organizational justice and workplace social exclusion. In addition, neither organizational justice nor collective solidarity demonstrates a significant direct effect on social exclusion within this model. This suggests that, the context of this study, perceived organizational justice is not primary determinant of workplace social exclusion. This result is consistent with the earlier finding for H2, where organizational justice also did not show a significant effect on social exclusion.

The non-significant moderating role of collective solidarity further suggests that the presence of solidarity among employees is not strong enough to strengthen or influence the relationship between organizational justice and social exclusion. Several factors may explain these findings. First, in the context of outsourcing employees, employment status differences (status hierarchy) tend to be more dominant in shaping social experiences than perceptions of fairness. In other words, even when the organization is perceived as fair, the status of being an outsourcing employee may still create social distance that is difficult to eliminate.

Second, the potential ambiguity arising from dual employment relationships may lead to inconsistent perceptions of organizational justice, thereby weakening its direct impact on employees' social experiences. Third, the relatively low R Square value (11.1%) indicates that many other factors outside the research model may have a stronger influence on workplace social exclusion, such as organizational culture, leadership style, or group dynamics.

CONCLUSION

This study aimed to examine the effects of perceived employment status hierarchy and perceived organizational justice on workplace social exclusion, as well as to investigate the moderating role of collective solidarity among outsourcing employees at Bank Rakyat Indonesia, Tasikmalaya City Branch. Based on the analysis, several key findings were identified.

First, perceived employment status hierarchy was found to have a positive and significant effect on workplace social exclusion. This indicates that the stronger employees perceive differences in employment status between permanent and outsourcing workers, the higher the level of social exclusion experienced. This finding highlights that status hierarchy is a primary determinant in shaping the social experiences of outsourcing employees in the workplace.

Second, perceived organizational justice showed a negative but statistically non-significant effect on workplace social exclusion. This suggests that although organizational justice is conceptually expected to reduce social exclusion, its influence in this study was not strong enough to explain variations in the social exclusion experienced by outsourcing employees.

Third, collective solidarity was found to have a direct negative and significant effect on workplace social exclusion, indicating that higher level of solidarity among employees are associated with lower level of social exclusion. However, the study did not find any significant moderating effect of collective solidarity on the relationships between employment status hierarchy or organizational justice and workplace social exclusion.

Overall, the findings indicate that employment status hierarchy is the most dominant factor influencing workplace social exclusion, compared to organizational justice and collective solidarity. This suggests that formal status differences within organizational structures have a strong social impact that is not easily mitigated by interpersonal relationship factors.

This study provides practical implications for organizations, particularly in managing outsourcing employees. It highlights the importance of not only focusing on efficiency but also considering the social consequences of employment status differences. Efforts to create a more inclusive work environment such as fostering cross-status interactions, increasing the involvement of outsourcing employees in team activities, and promoting a more egalitarian organizational culture are essential strategies to reduce workplace social exclusion.

Nevertheless, this study has several limitations, including a relatively small sample size and its focus on a single organizational context, which may limit the generalizability of the findings. Future research is therefore recommended to involve a larger sample size, expand to diverse organizational settings, and

incorporate additional variables such leadership style, organizational culture, or psychological safety that may influence workplace social exclusion.

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