

## **The Effect of Ostracism Workplace on Deviant Behavior with Emotional Exhaustion and Organizational Based Self Esteem as a Mediation Variable**

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### **Abstract**

This study aims to analyze the effect of workplace ostracism on deviant behavior with emotional exhaustion and organizational based self-esteem as mediating variables. This research was conducted on all employees of PT Berjaya Pet Sumatra Padang. Sampling was carried out using the census method by distributing questionnaires. Data analysis was performed using path analysis which was processed using PLS software. Based on the results of hypothesis testing, it was found that workplace ostracism had a positive effect on deviant behavior. Emotional exhaustion has a positive effect on deviant behavior. In addition, the research results also found that organizational based self-esteem also had a negative effect on deviant behavior. If it is observed from the mediation effect test, it is found that emotional exhaustion and organizational based self-esteem are able to mediate the relationship between workplace ostracism and deviant behavior in employees of PT Berjaya PT Sumatra Padang

**Keywords:** Workplace Ostracism, Deviant Behavior, Emotional Exhaustion, Organizational Based Self Esteem, Distributing Questionnaires

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### **1. Introduction**

The success of an organization certainly cannot be separated from the role of employees, as well as their coordination with all parties within the organization [1]. Therefore it is important in an organization to encourage the formation of strong cooperation, between one employee and another, or even with the leadership [2]. Solid coordination and cooperation is the key to achieving optimal performance in an organization [3]. However, to realize this is very difficult and requires a long process, considering the work environment has a high level of complexity [4].

One of the behaviors that often occurs in the work environment and involves employees is deviant behavior or deviant behavior at work [5]. Deviant behavior can be done intentionally or unknowingly [6]. Deviant behavior is certainly one of the behaviors that is avoided at work, even though this behavior continues to emerge and cannot be avoided in a complex work environment [7]. Deviant behavior carried out by employees will affect the leadership's assessment of the personality of employees, besides that deviant behavior can damage the reputation of individuals or organizations, therefore this behavior must be avoided [8].

PT Berjaya Pet Sumtera Padang, is a company engaged in the plastic industry in the city of Padang. Located in the Baypass industrial area of Padang city. The company has around 121 employees placed in various

divisions. In accordance with the results of the pre-survey that the researchers conducted, it was identified that the leadership of PT Berjaya Pet Sumtera Padang had a tough attitude towards their subordinates, it was not uncommon for the leadership to use harsh words that lowered the self-esteem of subordinates [9].

The head of PT Berjaya Per Sumatera Padang, according to several employees, often makes harsh and inappropriate remarks to their employees [10]. This keeps happening in almost every meeting [11]. The management's treatment was indeed not reciprocated by the employees, they just silently listened to the leaders' words [12]. However, the employees who received this harsh treatment felt very depressed, even holding back their emotions [13]. In general, employees who receive deviant behavior from their superiors feel unappreciated and respected [14]. The psychological condition that is suppressed makes them not optimal in completing their duties and responsibilities at work [15]. Psychological pressure that arises in employees will trigger deviant behavior [16].

The emergence of deviant behavior by employees in an organization can be influenced by emotional exhaustion, workplace ostracism and organization based self-esteem in employees [17]. Behavior at work can be triggered by a number of variables, namely emotional exhaustion, workplace ostracism and organization-based self-esteem in employees [18].

Each variable can trigger or reduce the tendency of employees to do deviant behavior at work [19].

One of the problems that often occurs in the work environment is the high emotional exhaustion felt by employees caused by pressure at work, job risks or situations in an uncomfortable work environment [20]. Emotional exhaustion arises when employees feel psychological pressure that they cannot manage, thus encouraging employees to try to avoid it. Symptoms that appear when employees feel emotional exhaustion tend to look restless, rush and try to avoid work.

Emotional exhaustion has a positive effect on deviant behavior. Revealed the high emotional exhaustion felt in employees encouraging them to engage in deviant behavior, such as being absent from work, or leaving work on purpose unfinished. Emphasized the results of previous studies which stated that emotional exhaustion has a positive effect on deviant behavior carried out by employees of an organization at work.

Deviant behavior is a problem that tends to occur in every company, and of course this problem disrupts the company's operational activities. The emergence of deviant behavior can also be triggered by the low level of confidence that employees have at work. This low self-confidence arises because employees who are assigned to complete a job do not have the ability to be able to complete the task, lack of experience and resource support encourages high pessimism in them, so that their tendency is to deliberately avoid work, resulting in the level of absenteeism in the organization. increase.

Low self-confidence has a positive effect on deviant behavior. When employees have low self-confidence to complete a job, due to a lack of support from other co-workers, in the midst of high boredom (emotional exhaustion) they will tend to try hard. Intentionally avoiding work, so the rate of absenteeism and tardiness in the organization increases. Furthermore, stating that low organization-based self-esteem will trigger deviant behavior within the organization.

Another complexity that often occurs in the work environment is the phenomenon of workplace ostracism, or exclusion at work. Exclusion occurs due to unhealthy competition in the work environment, besides that exclusion is also caused by racial factors, such as culture, skin color and even religion. When workplace ostracism occurs in one of the employees, of course, the employee who experiences it will feel very depressed, thus triggering low self-confidence and experiencing high emotional disturbances, when this continues to occur it is likely to encourage deviant behavior at work.

Workplace ostracism has a positive effect on deviant behavior. Workplace ostracism can trigger a decrease in self-confidence in individuals who experience it, as well as increase emotional exhaustion which makes rational values weaker, as a result it can trigger deviant behavior at work. such as conflict, quarrel, division and absence. Furthermore, decrease in self-confidence will

strengthen the relationship between workplace ostracism and emotional exhaustion or deviant behavior.

## **2. Research Method**

This research is a causality research, namely research that examines the causal relationship between research variables. The planned analysis used to prove the truth of the hypothesis is the Structural Equation Model (SEM). The population is a unit of attributes that work together to achieve a certain goal. In this study, the population was all employees of PT Berjaya Pet Sumatra, totaling 121 people. To narrow the scope of discussion in this study, it is necessary to take samples. The sample is part of the population that is considered representative. In this study the sample size used was 121 people outside the management of PT Berjaya Pet Sumatra.

The sampling method used was purposive sampling. Data and information collection was carried out by distributing questionnaires to employees of PT Berjaya Pet Sumtera located in Padang City. The first variable used in this study is deviant behavior as measured by indicators, namely personal aggression and political deviants. The second variable is emotional exhaustion which is measured using indicators, namely feeling very emotional, bored and bored, feeling tired in the morning, feeling hopeless, feeling frustrated and feeling very stressed. Furthermore, the third variable used is organizational based self-esteem which is measured using indicators organizational self trust, big contribution, and making different. The fourth variable used is work ostracism which is measured using indicators namely feeling left out, feeling alone and getting rejected.

Each indicator is broken down into statement instruments that are measured using a Likert Scale. The analytical method used is Structural Equation Modeling (SEM). The testing procedure begins with carrying out the Measurement Model Assessment (MMA) which consists of Convergent Validity (Outer Loading, Cronbach's Alpha, Composite Reliability and Average Variance Extracted. After these procedures are fulfilled, it is continued with Discriminant Validity with the Fornier Larcker Criterion approach, Cross Loading analysis and HTMT After these procedures are fulfilled,  $R^2$  and  $Q^2$  analysis can be carried out. The second stage is to carry out Structural Model Assessments (SMA), namely testing the hypothesis by testing direct and indirect effects. Data processing is carried out with the help of Partial Least Square Software (PLS).

## **3. Result and Discussion**

The complete results obtained in the identification stage of the respondent's data are shown in Table 1.

Table 1. Demografis Responded

Demographic	Total	Percentage
Gender		
Man	96	84.96
Female	17	15.04
Age		
23 – 30 Years Old	38	33.63
31 – 35 Years Old	53	46.90
36 – 40 Years Old	7	6.19
41 – 45 Years Old	7	6.19
46 – 55 Years Old	8	7.08
Education		
Senior High School	101	89.38
Diploma	5	4.42
Bachelor	7	6.19
Master	0	0.00
Job Experience		
1 – 5 Years	37	32.74
6 – 10 Years	56	49.56
> 10 Years	20	17.70
Total	113	100

Based on the identification results of the respondent's data, it can be seen that 84.96% of the respondents were male while 16.04% of the other respondents were female. From the identification of respondent data, it is known that 49.60% of respondents are aged between 31 years to 35 years, which is 46.90% while the respondents with the lowest number are respondents aged between 36 years to 40 years and respondents aged between 41 years to 55 years. Each number of people or 6.19% of the total respondents.

Other information that the researchers obtained from the results of distributing the questionnaires was that 101 people or 89.38% of respondents had the last formal education at the high school level, while respondents with a Diploma or D3 education were the fewest respondents, namely only 5 people or 4.42% of the total respondents. Based on the data tabulation, it was also found that 49.56% of respondents said they had worked at PT Berjaya Pet Indonesia between 5 and 10 years, and only 17.70% of respondents said they had worked in an organizational environment for more than 10 years. Based on the demographics of the respondents, it can be concluded that PT Berjaya Pet Indonesia is supported by relatively young human resources and male gender.

The first data processing stage to carry out Structural Equation Modeling analysis is to carry out Measurement Model Assessment (MMA). In this stage, it will be ensured that each variable has been measured with an appropriate and reliable statement. In accordance with the results of data processing that has been carried out, the description is shown in Table 2.

Table 2. Convergent Validity

	OL	CA	CR	AVE
DB	0.782 – 0.927	0.939	0.952	0.767
EE	0.794 – 0.885	0.920	0.938	0.715
OBSE	0.851 – 0.911	0.962	0.967	0.766
WO	0.796 – 0.939	0.960	0.966	0.759

Based on the results of convergent validity, it can be seen that each statement used has an outer loading

value of > 0.70, besides that the test results also show that each variable has a Cronbach's Alpha value and a Composite Reliability value of > 0.70. These results are reinforced by the Average Variance Extracted (AVE) value above 0.50. Thus each of the research variables used has been measured with measurable and reliable measurement instruments. After confirming that the measurement instrument for each variable meets the convergent validity procedure, the test is continued by testing discriminant validity with the Fornier Larcker Criterion approach. The results obtained are as follows Table 3.

Table 3. Discriminant Validity Fornier Larkers Citation

	DO	EBSE	EE	WO
DB	0.943			
EBSE	0.723	0.875		
EE	0.716	0.867	0.865	
WO	0.712	0.863	0.882	0.879

Based on the results of the discriminant validity test, it can be seen that the model is not fit because the correlation coefficient of the workplace ostracism variable is 0.879, which is higher than the emotional exhaustion variable, which is the correlation coefficient of 0.865. Thus it is necessary to make improvements so that the model becomes better. The step taken by the lacuna researchers is to issue a statement that is used to measure the workplace ostracism variable that has the highest outer loading. In the elimination stage the researcher issued items with the codes WO1, WO2, WO4 and WO-5. After the procedure was carried out, a better Fornell Larcker Criterion matrix was obtained as shown in Table 4.

Table 4. Discriminant Validity Fornell Larkers Citation (Remedy)

	DB	EBSE	EE	WO
DB	0.943			
EBSE	0.723	0.875		
EE	0.716	0.867	0.865	
WO	0.712	0.863	0.882	0.847

In accordance with the results of the discriminant validity test using the Fornier Larkers Criterion approach at the repair stage, it can be seen that the deviant behavior variable has the highest correlation coefficient, which is 0.943, higher than the emotional-based self-esteem, emotional exhaustion or workplace ostracism variables. The same thing is also seen with the emotional-based variables. self-esteem which has the second highest correlation coefficient value of 0.875, higher than the variable emotional exhaustion or workplace ostracism and so on. Thus it can be concluded that all research variables used in this study have been measured by the right statement. The cross loading analysis refers more to testing the consistency of the measurement accuracy of the instruments that have been presented in the measurement model coefficients and discriminant validity. Based on the data processing process, the results obtained are described in Table 5.

Table 5. Cross Loading

	DB	EBSE	EE	WO
DB1	0.921	0.560	0.529	0.587
DB2	0.927	0.574	0.540	0.601
DB3	0.915	0.686	0.696	0.714
DB4	0.886	0.586	0.594	0.563
DB5	0.811	0.468	0.518	0.409
DB6	0.782	0.800	0.772	0.748
EE1	0.632	0.768	0.829	0.691
EE2	0.583	0.662	0.831	0.663
EE3	0.670	0.709	0.863	0.813
EE4	0.565	0.741	0.885	0.777
EE5	0.520	0.672	0.794	0.711
EE6	0.648	0.835	0.866	0.801
OBSE1	0.655	0.851	0.520	0.814
OBSE2	0.715	0.879	0.466	0.763
OBSE3	0.679	0.891	0.437	0.884
OBSE4	0.551	0.865	0.511	0.759
OBSE5	0.643	0.911	0.474	0.851
OBSE6	0.629	0.879	0.536	0.779
OBSE7	0.588	0.867	0.512	0.830
OBSE8	0.642	0.879	0.570	0.886
OBSE9	0.579	0.857	0.590	0.851
WO3	0.594	0.578	0.764	0.870
WO6	0.659	0.434	0.538	0.852
WO7	0.670	0.309	0.463	0.813
WO8	0.541	0.412	0.469	0.796
WO9	0.589	0.410	0.402	0.842

In accordance with the results of the cross loading analysis, it can be seen that each statement that supports each research variable has a correlation coefficient above 0.70. In addition, each statement used has a greater correlation coefficient than other statements beside or below it. Each statement has a correlation coefficient well above 0.70. Thus it can be concluded that all statements used to measure research variables in research have been measured with the right statements. Therefore further data processing stages can be carried out immediately.

Based on the results of instrument testing, a measurement model framework can be proposed. In the first model, the researcher presents a measurement model framework for convergent validity that meets the test requirements shown in Figure 1.

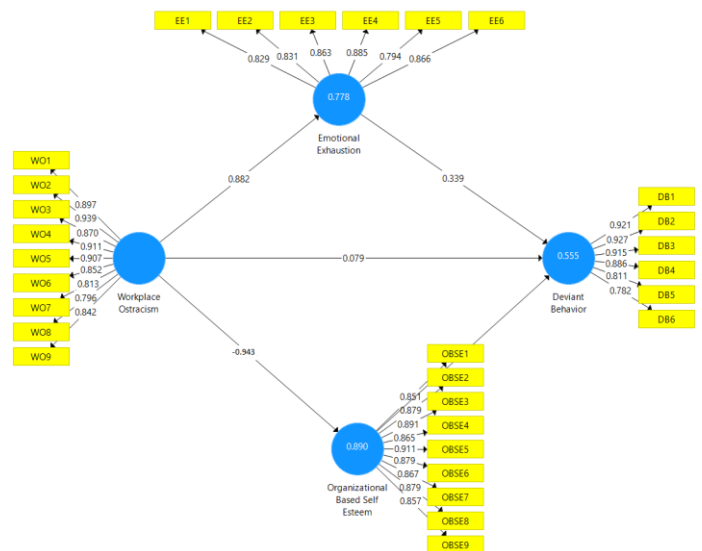


Figure 1. Measurement Model Assessments

In Figure 1 it can be seen that each statement instrument that supports the research variable has an outer loading coefficient above or equal to 0.70, besides that in a structural framework consisting of three sub-structures it has a coefficient of determination namely 0.778, 0.890 and 0.555, thus it can be concluded that the structural framework which will be analyzed in this study has been measured with the right measurement instruments.

The fit framework is the second measurement model. This framework was formed after eliminating a number of workplace ostracism variable measurement instruments to obtain a better composition of discriminant validity. Based on the results of the tests that have been carried out, a description of the results is shown in Figure 2.

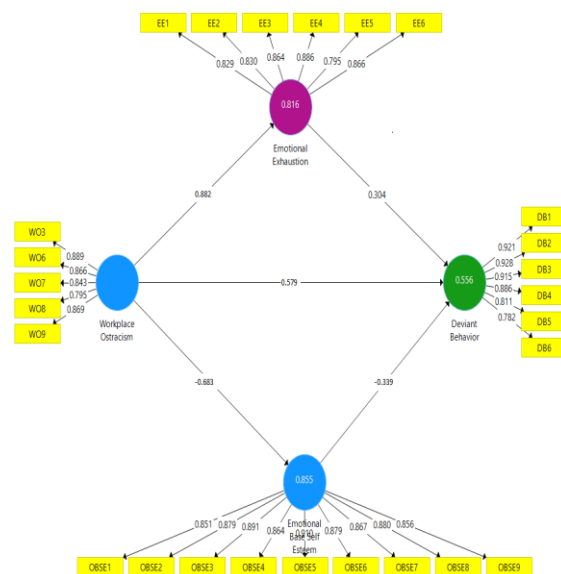


Figure 2. Measurement Model Assessments (Remedy)

In Figure 2 it can be seen that each statement instrument that supports the research variables also has an outer loading coefficient above or equal to 0.70,

besides that in a structural framework consisting of three sub-structures it has a coefficient of determination namely 0.816, 0.855 and 0.556, thus it can be concluded that the framework The structure to be analyzed in this study has been measured with the right measurement instruments, so that it can continue to be used for further data processing stages.

In order to test the accuracy of the analytical model used, an R-square analysis was performed. The results of data processing that has been carried out are shown in table 6 below:

Table 6 R-square Result

	R-square	Result
DB	0.556	Moderate
EBSE	0.855	Strong
EE	0.816	Strong

In the first line structure model, the R-square value is 0.556, the work ostracism, emotional based self-esteem and emotional exhaustion variables are able to influence changes in deviant behavior of employees at PT Berjaya Pet Indonesia by 55.60% while the remaining 44.40% is influenced by other variables. not used in the current study. Thus the inner model has a moderate contribution.

In the second line structure model,  $R^2$  value of 0.855 is obtained, thus the workplace ostracism variable influences emotional based self-esteem by 85.50% for employees at PT Berjaya Pet Indonesia while the remaining 14.50% contribution is influenced by other variables not used in the current analysis model. In the third line structure model, the  $R^2$  value is 0.816. These results show that workplace ostracism will encourage changes in emotional exhaustion by 81.60% in employees at PT Berjaya Pet Indonesia, while the remaining 18.40% is influenced by other variables not used in the current study.

After the testing procedures and assumptions are met, hypothesis testing can be carried out. Hypothesis testing is done using the help of t-test statistics. Based on the results of data processing that has been carried out, a description of the results is shown in Table 7 below:

Table 7 Hypothesis Testing Results

	Original Sample	P-value	Result
WO -> DB	0.579	0.027	Acceptance
WO -> EE	0.882	0.000	Acceptance
WO -> OBSE	-0.643	0.000	Acceptance
EE -> DB	0.304	0.013	Acceptance
OBSE -> DB	-0.354	0.031	Acceptance
WO -> OBSE -> DB	0.334	0.027	Acceptance
WO -> EE -> DB	0.299	0.013	Acceptance

Based on the results of testing the first hypothesis, it is known that the influence of workplace ostracism on deviant behavior is relatively moderate, namely 0.579,

which is proven statistically by a T-statistic value of 2.235. Data processing is carried out using an error rate of 0.05 to obtain a t-table value of 1.96. The results obtained statistically showed  $2.235 > 1.96$ , so the decision was that  $H_0$  was rejected and  $H_1$  was accepted so that it can be concluded that workplace ostracism has a positive effect on deviant behavior among employees at PT Berjaya Pet Indonesia.

The results of testing the second hypothesis show that workplace ostracism has a fairly strong direct effect on emotional exhaustion, namely 0.882, which is statistically proven by a T-count value of 4.220. Data processing is done using an error rate of 0.05 to obtain a t-table value of 1.96. Statistically, the results obtained show a T-count value of  $4.220 > T\text{-table } 1.96$ , so the decision is that  $H_0$  is rejected and  $H_2$  is accepted, so it can be concluded that workplace ostracism has a positive effect on deviant behavior among employees at PT Berjaya Pet Indonesia.

At the third hypothesis testing stage, it can be seen that workplace ostracism has a strong negative effect on emotional based self-esteem, which is equal to 0.643. Statistically, a T-count value of -3.077 was also obtained. Data processing is carried out using an error level of 0.05. The results obtained statistically showed that the T-count value was  $3.077 < t\text{-table } 1.96$ . So the decision is that  $H_0$  is rejected and  $H_3$  is accepted so that it can be concluded that workplace ostracism has a negative effect on emotional based self-esteem in employees at PT Berjaya Pet Indonesia.

In line with the description of the results of the fourth hypothesis testing, it can be seen that emotional exhaustion has a not too strong effect with deviant behavior of 0.304, these findings are reinforced by a T-count value of 2.712. The testing process is carried out using an error rate of 0.05 to obtain a T-table value of 1.96. The results obtained show that the T-count value is  $2.712 > T\text{-table } 1.96$ . Then the decision is that  $H_0$  is rejected and  $H_4$  is accepted so that it can be concluded that emotional exhaustion has a positive effect on deviant behavior among employees at PT Berjaya Pet Indonesia.

At the fifth hypothesis testing stage, it can be seen that the organizational based self-esteem variable has a weak influence on deviant behavior, namely -0.354. The results obtained are confirmed by a T-count of -2.537. Data processing is carried out using an error rate of 0.05 where a T-table value of 1.96 is obtained. These results show T-count -2.537 far below T-table 1.96. So the decision is that  $H_0$  is accepted and  $H_5$  is rejected, so it can be concluded that organizational based self-esteem has a negative effect on deviant behavior among employees at PT Berjaya Pet Indonesia.

In testing the indirect effect, it can be seen that the path coefficient shows the role of organizational based self-esteem in mediating the relationship between workplace ostracism and deviant behavior resulting in a positive path coefficient of 0.334. Statistically, this



value is strengthened by a t-count of 2,442. Data processing is carried out using an error of 0.05, so that a t-table value of 1.96 is obtained. These results show 2,442 far below t-table 1.96, thus  $H_0$  is rejected and  $H_6$  is accepted, so it can be concluded that organizational based self-esteem is able to mediate the relationship between workplace ostracism and deviant behavior among employees at PT Berjaya Pet Indonesia.

In testing the second indirect effect, it can be seen that the path coefficient shows the role of emotional exhaustion in mediating the relationship between workplace ostracism and deviant behavior resulting in a positive path coefficient of 0.299. Statistically, this value is strengthened by a t-count of 2,950. Data processing is carried out using an error of 0.05, so that a t-table value of 1.96 is obtained. These results show 2,950 far from the t-table of 1.96, thus  $H_0$  is rejected and  $H_7$  is accepted. In conclusion, emotional exhaustion is able to mediate the relationship between workplace ostracism and deviant behavior among employees at PT Berjaya Pet Indonesia.

#### 4. Conclusion

In addition, at the third hypothesis testing stage, it was found that workplace ostracism had a negative effect on organizational based self-esteem among employees at PT Berjaya Pet Indonesia. Furthermore, at the fourth hypothesis testing stage, it was found that emotional exhaustion had a positive effect on deviant behavior among employees at PT Berjaya Pet Indonesia. At the fourth hypothesis testing stage it was also found that organizational based self-esteem had a negative effect on deviant behavior among employees at PT Berjaya Pet Indonesia. Furthermore, the results of testing the indirect effect found that organizational based self-esteem was able to mediate the relationship between workplace ostracism and deviant behavior in employees at PT Berjaya Pet Indonesia, while the results of testing the hypothesis of the second indirect effect found that emotional exhaustion was able to mediate the relationship between workplace ostracism and deviant behavior in employees. The researcher realizes that the research that has been carried out so far still has a number of limitations which include the amount of data used in this study is still classified as a small sample, this condition certainly affects the research results obtained. Therefore, it is hoped that future researchers will use two institutions with the same characteristics so that it will increase the sample size to be processed. This is important for increasing the quality of research results that will be obtained in the future. There are still a number of variables that also affect deviant behavior that have not been used in this study, such as job dissatisfaction, bullying in the workplace and various other variables. Therefore, future researchers try to use it so that the quality of the research results obtained is better. There is still software with a higher level of goodness of fit to test mediation problems, namely AMOS or Listrel, so it is suggested for future researchers to try using the software. This suggestion is very important to try so

that the quality of the research results obtained is better.

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