



## THE CORRELATION BETWEEN COWORKER ENVY AND WORKPLACE OSTRACISM: THE MEDIATING ROLE OF THE NATURE OF WORK ON THE JOB PERFORMANCE OF CV ISTANA BONEKA EMPLOYEES

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### Info Artikel

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### Abstrak

This study aims to determine the effect of coworker envy and workplace ostracism on job performance, with the nature of work as a mediating variable. To achieve this goal, the researcher uses explanatory research with a quantitative approach. The sampling technique used is saturated sampling. Researchers get a sample of 35 respondents who are all employees of CV. Istana Boneka Malang. Data collection was carried out using a questionnaire. Then the data was processed using the Structural Equation Model (SEM) method with the SmartPLS analysis tool. The results showed that coworker envy and workplace ostracism had a positive effect on job performance. Meanwhile, coworker envy and workplace ostracism have a positive and significant effect on job performance. The nature of work has a positive and significant effect on job performance. It was found that the nature of work was able to mediate coworker envy significantly on job performance but not significantly on workplace ostracism on job performance.

### Abstract

*Penelitian ini bertujuan untuk mengetahui pengaruh kecemburuan rekan kerja dan pengucilan di tempat kerja terhadap prestasi kerja, dengan sifat pekerjaan sebagai variabel mediasi. Untuk mencapai tujuan tersebut, peneliti menggunakan explanatory research dengan pendekatan kuantitatif. Teknik pengambilan sampel yang digunakan adalah sampling jenuh. Peneliti mendapatkan sampel sebanyak 35 responden yang merupakan seluruh karyawan CV. Istana Boneka Malang. Pengumpulan data dilakukan dengan menggunakan kuesioner. Kemudian data tersebut diolah menggunakan metode Structural Equation Model (SEM) dengan alat analisis SmartPLS. Hasil penelitian menunjukkan bahwa kecemburuan rekan kerja dan pengucilan di tempat kerja berpengaruh positif terhadap prestasi kerja. Sementara itu, kecemburuan rekan kerja dan pengucilan di tempat kerja berpengaruh positif dan signifikan terhadap prestasi kerja. Sifat pekerjaan berpengaruh positif dan signifikan terhadap prestasi kerja. Ditemukan bahwa sifat pekerjaan mampu memediasi kecemburuan rekan kerja secara signifikan pada kinerja tetapi tidak signifikan pada pengucilan di tempat kerja terhadap kinerja.*

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## **PENDAHULUAN**

Currently, in the global competition of the toy (doll) industry, Indonesia is recognized as one of the producers of high-quality toys (dolls). During the COVID-19 pandemic, however, entrepreneurs must be more creative. As a result, achieving company goals necessitates the use of creative human resources.

In the workplace, employee skills are receiving more attention and becoming more important to the organization overall in an effort to improve performance. Managers now define employees not only as a component of production but also as psychosocial facts and realities. In employees, emotional and behavioral tendencies play an important role. An organizational work environment cannot be separated from behavioral and emotional factors. This encourages various industries to use diverse human resource management methodologies to improve the efficiency and performance of their employees based on human emotions.

Workplace envy can be harmful, but some research has found that it can also be beneficial (Shu & Lazatkhan, 2017). Furthermore, social comparison theory proposes that people look up to their superiors and then compare themselves to their own self-improvement (Festinger, 1954). In addition, recent literature has pushed to highlight empirical differences between envy's harmful and benign characteristics, yielding positive and negative results (Lange & Crusius, 2015; Tai et al., 2012; Van De Ven et al., 2012). Positive envy, for example, leads to positive outcomes because individuals seek to improve their performance through self-improvement, whereas evil envy leads to adverse outcomes because individuals seek to bring down coworkers (Lange & Crusius, 2015; Van De Ven et al., 2009).

Coworker Envy occurs when a person does not have the superior power, accomplishments, or possessions of another individual and wishes to have or hopes that other individuals do not have them (Rodriguez Mosquera et al., 2010).

Workplace Ostracism is detrimental if it occurs within the company because it will disrupt the company's activities. Someone who is subjected to workplace ostracism at work will have a negative impact on their performance.

Nature of work is a work practice in which employees have an appropriate and balanced proportion of roles in their work. Moreover, it is when a person accepts responsibility for their own actions.

Job Performance refers to how employees perform tasks, time, and techniques. Job performance refers to the quantity and quality of work completed by individuals or groups, with an emphasis on successfully completed tasks. Based on these statements, the purpose of this study is to determine the relationship between coworker envy and workplace ostracism in the workplace, as well as the mediating role of the nature of work on the job performance of CV Istana Boneka employees.

## **LITERATURE REVIEW**

According to Rodriguez Mosquera et al. (2010), coworker envy occurs when a person does not have superior power, achievement, or ownership of another individual and wants to have or hopes that other individuals do not have it. In other words, it happens as a result of negative social comparisons, particularly when the envious person is perceived to be similar to the envious person, such as a coworker. We propose in this study that engaging employees' creative processes will lead to coworker jealousy due to social comparisons of characteristics and resources.

Workplace ostracism occurs when a person is ostracized or is not considered by coworkers. According to Jones et al. (2009) and Zhao et al. (2016), workplace ostracism is a potential barrier to information hoarding and employee behavior.



The nature of work is a system embedded in work practices that has a proportion of roles that correspond to specific jobs depending on the level or job level (Gulick & Urwick, 1937). The nature of work, according to Alshitri (2013), is defined as the extent to which a job can provide opportunities for employees to learn to take responsibility for doing tasks and challenges from the company.

According to Moorhead & Griffin (2013), job performance is the entire set of work-related behaviors that an organization expects an individual or employee to exhibit. Traditionally, job performance is an evaluation process in terms of employee skills in carrying out their duties as specified in the job description, according to Kappagoda et al. (2014).

Hypothesis 1 = It is presumed that coworker envy has a positive effect on job performance.

Hypothesis 2 = It is presumed that coworker envy has a positive effect on the nature of work.

Hypothesis 3 = It is presumed that workplace ostracism has a positive effect on job performance.

Hypothesis 4 = It is presumed that workplace ostracism has a positive effect on the nature of work.

Hypothesis 5 = It is presumed that the nature of work has a positive effect on job performance.

Hypothesis 6 = It is presumed that the nature of work is able to mediate the relationship between coworker envy and job performance.

Hypothesis 7 = It is presumed that the nature of work is able to mediate the relationship between workplace ostracism and job performance.

## **METHODS**

This study took a descriptive quantitative approach, employing the *Structural Equation Model* (SEM) analysis method and a data processing tool called SmartPLS. This study aims to determine the impact of *coworker envy* and *workplace ostracism* on *job performance* using the *nature of work* as a moderating variable. The sampling technique used in this study was saturated sampling, which was carried out at CV Istana Boneka Malang. According to Sugiyono (2016), saturated sampling is a technique for determining a sample that uses the entire population as respondents. The sample for this study consisted of 35 CV Istana Puppel Malang employees. In this study, questionnaires were used to collect information.

## **RESULT AND DISCUSSION**

### **Result**

#### **Instrumental Analysis**

The level of validity of the instruments prepared by the researcher is required for the analysis to be carried out in this study. The following are the results of instrumental analysis, which involved comparing the value of the outer loadings of each statement item and calculating the research instrument's level of consistency.

According to Table 1, all items are correlated with their own constructs, but there are three items with values less than 0.7, namely X1.2, X2.2, and X2.3. The researcher, however, continues to use the item because the value obtained is still in the high category. The magnitude of the composite reliability value obtained is greater than 0.60, indicating that the research instrument has a high consistency value in measuring constructs. The AVE value in each construct is greater than 0.50, indicating that the model is good. Based on the instrument test results, it was determined that the research instrument is feasible to use.



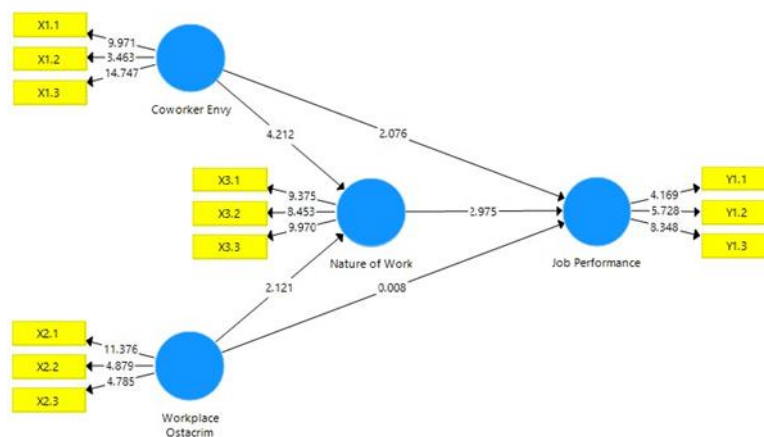
**Table 1. Instrumental Analysis Results**

Indicator	Coworker Envy	Job Performance	Nature of Work	Workplace Ostracism	Composite Reliability	AVE
X1.1	0.804					
X1.2	0.612				0.802	0.580
X1.3	0.847					
X2.1				0.837		
X2.2				0.697	0.781	0.545
X2.3				0.670		
X3.1			0.811			
X3.2			0.776		0.830	0.620
X3.3			0.774			
Y1.1		0.710				
Y1.2		0.809			0.853	0.661
Y1.3		0.908				

Source: Processed Primary Data, 2022

### Inner Model Analysis

The following are the results of the inner model analysis using the smartPLS analysis test tool:



Source: Processed Primary Data, 2022

**Picture 1. Inner Model**

The magnitude of each influence between variables can be seen in Picture 1. For a more detailed explanation, structural model measurements using bootstrapping were performed to be able to see the total effect generated based on the following Table 2



**Table 2. Coefficient of Determination**

Variabel	R Square	Adjusted R Square
Job Performance	0,289	0.220
Nature of Work	0,790	0.777

Source: Processed Primary Data, 2022

According to the analysis results, the amount of Adjusted  $R^2$  in the first model is 0.220. This graph depicts the 22% variation in job performance that can be explained by coworker envy, workplace ostracism, and the nature of the work. In the second model, Adjusted  $R^2$  is 0.777, indicating that 77.7% of the variation in the nature of work can be explained by coworker envy and workplace ostracism.

### Path Coefficient Analysis

In order to explain the hypothesis, it is necessary to test the path coefficient, which the researchers have summarized in the table below:

**Table 3. Path Analysis**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Coworker Envy → Job Performance	-0.697	-0.729	0.336	2.076	0.038	Significant
Coworker Envy → Nature of Work	0.622	0.630	0.148	4.212	0.000	Significant
Nature of Work → Job Performance	0.997	1.016	0.335	2.975	0.003	Significant
Workplace Ostracism → Job Performance	-0.002	0.038	0.199	0.008	0.993	Insignificant
Workplace Ostracism → Nature of Work	0.334	0.331	0.157	2.121	0.034	Significant
Coworker Envy → Nature of Work → Job Performance	0.621	0.652	0.295	2.106	0.036	Significant
Workplace Ostracism → Nature of Work → Job Performance	0.333	0.325	0.183	1.819	0.069	Insignificant

Source: Processed Primary Data, 2022

It is possible to answer the hypothesis in this study based on the results of the path coefficient calculation. The explanations based on Table 3 are as follows, when the first hypothesis is tested, the correlation between coworker envy and job performance is positive, with a magnitude of 0.038. The calculated t-value is 2.076, which is greater than the t-value in the table ( $2.076 > 2.03$ ) and has a significance of 0.034. As a result, coworker envy has a positive and significant effect on job performance because employees have the desire to surpass their coworkers' positions or achievements.

The correlation between coworker envy and the nature of work tends to be positive, with a magnitude of 0.000 when testing the second hypothesis. The calculated t-value is 4.212, which is greater than the t-value in the table ( $4.212 > 2.03$ ), and the significance is 0.000. As a result, coworker envy has a positive and significant effect on the nature of work. Being envious of coworkers can improve the nature of work by motivating them to work harder.

The correlation between the nature of work on job performance tends to be positive, with a magnitude of 0.003 when testing the third hypothesis. The calculated t-



value is 2.975, which is greater than the t-value in the table ( $2.975 > 2.03$ ), and the significance is 0.003. As a result, it is possible to conclude that the nature of work has a positive and significant impact on job performance because the good nature of a job enhances performance.

In testing the fourth hypothesis, the correlation between workplace ostracism and job performance is found to have a magnitude of 0.993. The calculated t-value is 0.008, which is less than the t-value in the table ( $0.008 < 2.03$ ) and has a significance of 0.993. As a result, workplace ostracism has a positive but insignificant effect on job performance.

When the fifth hypothesis is tested, it is discovered that the correlation between workplace ostracism and nature of work is positive, with a magnitude of 0.034. The calculated t-value is 2.121, which is greater than the t-value in the table ( $2.121 > 2.03$ ), with a significance of 0.034. As a result, workplace ostracism positively and significantly impacts worker nature due to the fact that demonstrating self-actualization to coworkers can improve the nature of work.

The correlation between coworker envy and job performance through the nature of work tends to be positive, with a magnitude of 0.036 when testing the sixth hypothesis. The calculated t-value is 2.106, which is greater than the t-value in the table ( $2.106 > 2.03$ ), with a significance of 0.036. As a result, the nature of work can mediate the relationship between coworker envy and job performance. Based on that, coworker envy can positively impact employees since they will work harder to improve their performance.

The correlation of workplace ostracism on job performance through the nature of work tends to be positive, with a magnitude of 0.065 when testing the seventh hypothesis. The calculated t-value is 1.819, which is less than the t-value in the table ( $1.819 < 2.03$ ) and has a significance of 0.069. As a result, the nature of work cannot mediate the relationship between workplace ostracism and job performance.

## Discussion

This study aimed to determine the relationship between coworker envy and workplace ostracism on job performance using the nature of work as a moderating variable at CV Istana Boneka Malang. The level of validity of the instrument prepared by the researcher is required in this study. The instrument test was performed by comparing the outer loadings values of each statement item and calculating the research instrument's consistency level. Based on the data, it is known that all items are correlated with the construct, but there are three items with values less than 0.7, namely X1.2, X2.2, and X2.3. However, researchers continue to use the item because the value obtained is still in the high category.

The AVE value shown in each construct is 0.50, indicating that the model is good. Based on the results of the instrument test, it was determined that the research instrument was usable. The coefficient of determination test was then performed, yielding a result of 0.220. This graph depicts the 22% variation in job performance that can be explained by coworker envy, workplace ostracism, and the nature of work. The second model obtained an Adjusted  $R^2$  of 0.777, indicating that 77.7% of the variation in the nature of work can be explained by coworker envy and workplace ostracism.

The *path coefficient* test is then used to explain the hypothesis that has been assembled. Each variable has a positive and significant effect on the results of several hypotheses because it has a value greater than the t-value of 2.03. For variables that have a positive but not statistically significant effect on *job performance*, the calculated t-value obtained is 0.008, which is less than the t-value in the table ( $0.008 < 2.03$ ), and the significance shown is 0.993. The second is *workplace ostracism* on *job performance* due to the *nature of work*, for which the calculated t-value obtained is 1.819, which is less than the t table ( $1.819 < 2.03$ ), and the significance shown is 0.069.





## CONCLUSION

Coworker envy affects job performance in a positive and significant way. Employees who are envious of their coworkers will harm performance. Coworker envy is essentially an envious coworker, and this act can have a positive or negative impact. When it has a positive impact, employees will naturally want to be better than their coworkers in terms of position, achievement, and so on. Due to that, it will have an uplifting effect on employee performance. Ostracism in the workplace has a positive but insignificant effect on job performance. Exclusion in the workplace has a greater impact on employee performance. The nature of work has a positive and significant impact on job performance. The nature of good work can improve employee performance. Coworker envy influences the nature of work in a positive and significant way. Coworker envy can improve the nature of work by motivating them to work harder. Ostracism in the workplace has a positive and significant impact on the nature of work. Employees tend to want to demonstrate self-actualization to their coworkers when they are excluded, which can improve the nature of work. The nature of work can significantly mitigate the effects of coworker envy on job performance. Coworker envy can be alleviated by a solid motivation to outperform coworkers. Workplace ostracism does not significantly mitigate the effects of coworker envy on job performance. Employee exclusion reduces self-confidence, making it more difficult for them to improve their performance, but self-actualization can be gradually increased to show better performance improvements.

Envy toward coworkers can impair performance by fostering unfair competition. On the other hand, employees can use it to improve their learning and focus on their abilities. To overcome envy toward coworkers, we can foster teamwork, express gratitude for coworkers' accomplishments, and avoid negative thoughts. If employees are being ostracized, they must avoid being easily provoked by their emotions, maintain professionalism at work, introspect themselves, and try to show more value than their abilities in order to gain respect from coworkers.

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