

RINGKASAN

Penelitian ini bertujuan untuk menganalisis pengaruh *workplace ostracism* terhadap *Counterproductive Work Behavior* (CWB) dengan mempertimbangkan *emotional exhaustion* sebagai variabel mediasi dan *emotional intelligence* (EI) sebagai variabel moderasi. Studi ini dilakukan pada karyawan Koperasi Multi Pihak di Indonesia, yang memiliki struktur sosial kolektif dan kompleksitas interaksi antaranggota yang tinggi. Menggunakan metode kuantitatif dan pendekatan *Structural Equation Modeling* (SEM-PLS), data dikumpulkan dari 122 responden melalui kuesioner yang telah divalidasi.

Hasil penelitian menunjukkan bahwa *workplace ostracism* berpengaruh positif dan signifikan terhadap *emotional exhaustion* dan *Counterproductive Work Behavior*. *Emotional exhaustion* juga terbukti secara signifikan memediasi hubungan antara *workplace ostracism* dan CWB. Namun, peran moderasi *emotional intelligence* tidak terbukti signifikan, yang mengindikasikan bahwa kecerdasan emosional tidak mampu meredam pengaruh negatif pengucilan sosial terhadap perilaku kerja negatif dalam konteks ini.

Implikasi praktis dari temuan ini menekankan pentingnya menciptakan lingkungan kerja yang inklusif, menyediakan dukungan emosional, serta mencegah praktik *ostracism* di dalam organisasi koperasi.

Kata kunci: *workplace ostracism*, *emotional exhaustion*, *emotional intelligence*, *counterproductive work behavior*.

SUMMARY

This study aims to analyze the influence of workplace ostracism on counterproductive work behavior (CWB) by considering emotional exhaustion as a mediating variable and emotional intelligence (EI) as a moderating variable. The study was conducted among employees of Multi-Stakeholder Cooperatives in Indonesia, which are characterized by a collective social structure and complex interpersonal interactions. Using a quantitative method and the Structural Equation Modeling (SEM-PLS) approach, data were collected from 122 respondents through validated questionnaires.

The results show that workplace ostracism has a positive and significant effect on both emotional exhaustion and counterproductive work behavior. Emotional exhaustion also significantly mediates the relationship between workplace ostracism and CWB. However, the moderating role of emotional intelligence was found to be statistically insignificant, indicating that emotional intelligence does not effectively buffer the negative effects of social exclusion on negative workplace behavior in this context.

The practical implication of this study highlights the importance of creating an inclusive work environment, providing emotional support, and preventing ostracism practices within cooperative organizations.

Keywords: *workplace ostracism, emotional exhaustion, emotional intelligence, counterproductive work behavior.*