

ABSTRAK

Hasil Survey Gallup menunjukkan terdapat kejujuran dan etika karyawan yang rendah pada pekerjaan sebagai *salesperson*. Hal ini didukung oleh beberapa kumpulan berita di Indonesia mengenai perilaku penyimpangan yang terjadi dan dilakukan oleh *salesperson*. Berdasarkan *social exchange theory* terdapat interaksi sosial negatif yang terjadi salah satu diantaranya adalah *social undermining* yang merupakan perilaku yang dapat merusak reputasi seseorang. Ketika *salesperson* mengalami *social undermining* menurut *conservation of resources theory* maka *salesperson* kehilangan sumber daya dan mengalami *emotional exhaustion*, lalu *salesperson* akan membalas perilaku tersebut dengan melakukan *workplace deviant behavior*. *Emotional exhaustion* yang dialami *salesperson* tidak akan memengaruhi *salesperson* dalam *workplace deviant behavior* ketika memiliki *motivation* yang tinggi.

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana pengaruh *social undermining* terhadap *workplace deviant behavior* dengan peran *emotional exhaustion* dan *motivation*. Penelitian ini menggunakan metode kuantitatif dengan menggunakan *software Smart PLS3*. Responden penelitian merupakan *salesperson* dari berbagai jenis industri dengan total 191 responden. Indikator penelitian berjumlah 65 indikator dengan menggunakan skala Likert 5 poin. Hasil penelitian menunjukkan terdapat pengaruh positif signifikan *coworker undermining* terhadap *emotional exhaustion* dan terdapat pengaruh positif signifikan *emotional exhaustion* terhadap *workplace deviant behavior*. Salah satu variabel moderasi yaitu *communion striving* memiliki pengaruh negatif tidak signifikan terhadap *interpersonal deviance*. Hasil penelitian juga menunjukkan terdapat pengaruh langsung *social undermining* terhadap *workplace deviant behavior*.

Kata kunci : *workplace deviant behavior, social undermining, emotional exhaustion, motivation, salesperson, PLS.*

ABSTRACT

The results of Gallup Survey demonstrate that there are low honesty and employee ethics in a job as a salesperson. These are supported by news in Indonesia about the behavior of deviations that is carried out by salesperson. Based on social exchange theory, there are negative social interactions occurred, one of which is social undermining, which is a behavior that can damage a person's reputation. When a salesperson experiences social undermining, according to conservation of resources theory, the salesperson will lose resources and experience emotional exhaustion, then they will ultimately respond to the behavior by doing a workplace deviant behavior. If they have high motivation, the emotional exhaustion will not affect them.

\This study aimed at investigating the influences of the social undermining on the workplace deviant behavior with the role of emotional exhaustion and motivation. A quantitative method using Smart PLS3 software was used as a design of the study. The respondents were salespersons from various types of industries with a total of 191 respondents. There were 65 study indicators using a 5-point Likert scale. The results showed that there was a significant positive effect of undermining coworkers on emotional exhaustion and there was a significant positive effect on emotional exhaustion on the workplace deviant behavior. One moderation variable, namely communion striving, has a significant negative effect on interpersonal deviance. The results also showed that there was a direct influence of social undermining on the workplace deviant behavior.

Keywords: *Workplace deviant behavior, Social undermining, Emotional exhaustion, motivation, Salesperson, PLS*