

# Consequences of Interpersonal Capitalization in the Workplace

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## ABSTRACT

The purpose of this study is to explain the impact of interpersonal capitalization in the workplace on emotional reactions and employee behavior such as inspiration and jealousy, as well as its impact on interpersonal citizenship behavior (ICB) and social undermining. This study will use and utilize a cross-sectional research design to examine the relationship that has been hypothesized in the previous chapter. Individual perception data will be collected using a questionnaire consisting of a predetermined scale and size. In the next section, the sample, data collection procedures, and steps used in this study will be discussed. Respondents in this study were 340 police officers who work in several police institutions located in one area in Indonesia. The number of research samples of 340 respondents was determined based on 10 to 20 times the number of question/statement items (29 statement or question items). The findings of this study can also provide input to the organization's management in considering interpersonal capitalization strategies in certain contexts.

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## ARTICLE HISTORY

Received 17 October 2022  
Revised 28 October 2022  
Accepted 31 October 2022

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## KEYWORDS

Consequences, Interpersonal Capitalization, Workplace

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## Introduction

Some positive work events can have a significant impact on employees. Meanwhile, some momentum events such as promotions and salary increases, as well as usual events such as thanking or complimenting, interacting positively with coworkers or customers, and completing a project are no less important if carried out en masse (Grant & Gino, 2010; Miner, Glomb, & Hulin, 2005; Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Rather than passively allowing these positive events to come and go, employees seek to derive additional value from events when they “interpersonal capitalize” their coworkers. One way that employees commonly use to “capitalize” positive work events is to tell other people about these positive events to their coworkers. Several studies have found that when employees share their positive events, they increase their job satisfaction (Ilies, Keeney, & Scott, 2011), life satisfaction (Ilies, Keeney, & Goh, 2015), and work-family facilitation (Culbertson, Mills, & Fullagar, 2012; Ilies, Liu, Liu, & Zheng, 2017).

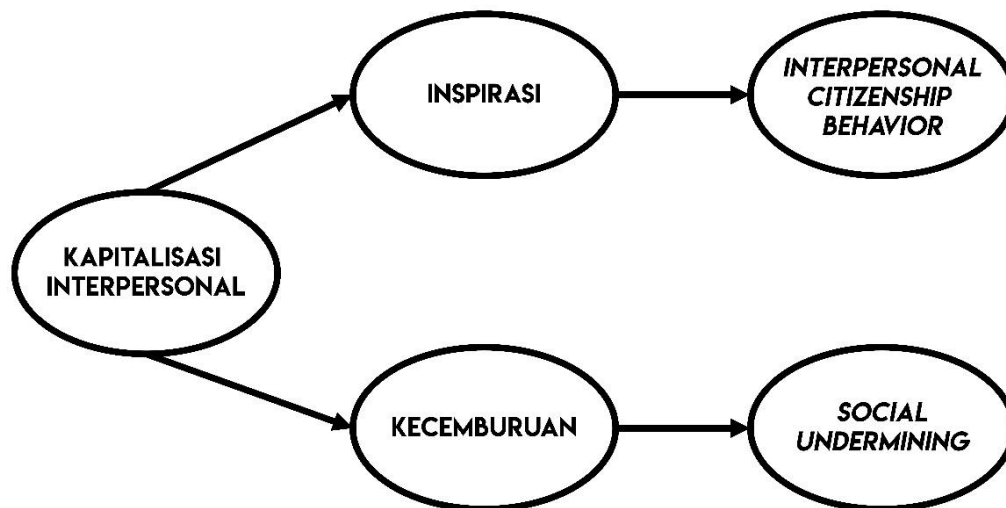
To date, the literature discussing capitalization has predominantly studied close relationship partners (eg, spouses) as responders (ie, targets) of capitalization. It is very important, in the context of close relationships, that an individual is usually happy to learn about his partner's success, even if his partner's success (Beach & Tesser, 1995; Lockwood, Dolderman, Sadler, &

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Gerchak, 2004). This is because “events that befall a psychologically good partner can be experienced as one's own in a close relationship” (Gable, Reis, Impett, & Asher, 2004: 230). Therefore, close relationship partners are expected to benefit together from positive events expressed by disclosers. These principles have contributed to the general idea that capitalization is a constructive relationship behavior (Gable & Reis, 2010). As Shallcross, Howland, Bemis, Simpson, and Frazier, (2011: 83) have explained, that “capitalization situations should and do benefit most people in most relationships.” The implication of this study is that individuals strengthen their relationships when they share their positive events.

The workplace is a highly competitive characteristic (Duffy, Shaw, & Schaubroeck, 2008), leading to a conflicting outcome situation where one employee can be the winner and another employee the loser. In such situations, the disclosure of positive events may not be as constructive as currently conceptualized and sometimes even destructive. However, there are several strong reasons to suggest that it is individuals who tell their co-workers about positive work events (Watkins, 2021). First, sharing good events is a ubiquitous phenomenon, where people share positive events that have happened to them more than 60 percent of the time (Algoe & Haidt, 2009; Gable et al., 2004; Reis et al., 2010). Second, employees potentially spend half of their waking hours with coworkers on weekdays (Thompson, 2016) and therefore have many opportunities to communicate. And third, workplace events are inherently relevant to coworkers.

Thus, employees tend to share positive events related to personal work with their coworkers which in this study is referred to as workplace interpersonal capitalization (Watkins, 2021). This study further assumes that workplace interpersonal capitalization is necessary to study because disclosure of positive events may unfold differently among coworkers than among close relationship partners. This study seeks to explain the impact of interpersonal capitalization in the workplace on employee attitudes and behavior. In particular, this study seeks to explain the impact of interpersonal capitalization in the workplace on emotional reactions and employee behavior such as inspiration and jealousy, as well as its impact on interpersonal citizenship behavior (ICB) and social undermining.



Picture 1. Research Theoretical Model

## Research method

### Quantitative Method

This study seeks to explain the impact of interpersonal capitalization in the workplace. In particular, this study seeks to explain the impact of interpersonal capitalization on inspiration and jealousy which in turn has an impact on interpersonal citizenship behavior (ICB) and social undermining. This study will use and utilize a cross-sectional research design to examine the relationship that has been hypothesized in the previous chapter. Individual perception data will be collected using a questionnaire consisting of a predetermined scale and size. In section Next, we will discuss the sample, data collection procedures, and the steps used in this study.

Respondents in this study were 340 police officers who work in several police institutions located in one area in Indonesia. The number of research samples as many as 340 respondents was determined based on 10 to 20 times the number of question/statement items (29 statement/question items) (Schreiber, 2008). Thus, to test the research hypothesis, the number of samples between 290 to 580 respondents is still acceptable. The sampling technique used was convenience sampling, namely the technique of "sampling based on the availability of elements and the ease of obtaining them." The hypothesis in this study was tested using SEM-PLS analysis through WarpPLS 5.0 software. The analysis consists of several stages. First, this study conducted a model fit test which aims to determine whether the model built in this study is good (Wetzels, Odekerken-Schröder, & Van Oppen, 2009). Second, this study analyzes the measurement model by validating the measurement scale of each variable (Chin, 2010). Validation on the measurement scale of each variable is discriminant validity, convergent validity, and reliability (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Third, this study considers testing "common method variance" which aims to see whether the data in this study produces a "common method bias" problem or not (Podsakoff, MacKenzie, & Podsakoff, 2012).

Finally, the current study conducts structural model analysis which aims to test all the hypotheses that have been proposed.

## Results

### Common method variance (CMV) test results

This study collects data at the same time and source. Therefore, it is possible that the data still has the potential to generate common method variance (CMV) (Podsakoff et al., 2003, 2012). To ensure that general method bias can be controlled, this study uses full collinearity variance inflation factors (VIFs) to evaluate whether the data in the study have CMV problems or not (Kock, 2015).

**Table 1.** VIFs full collinearity test results

<b>Capitalization Interpersonal</b>	<b>Inspiration</b>	<b>ICB</b>	<b>Jealousy</b>	<b>Social Undermining</b>
1.034	1.750	1.908	1.043	1.149

The results in the table show that each variable has a full collinearity VIFs value lower than 3.3. Thus, the data in this study does not have the potential to generate common method variance (CMV) (Kock, 2015).

### Measurement Model Test Results

In the SEM-PLS analysis, the measurement model testing aims to evaluate the validation of the measurement scale of each variable (Hair et al., 2014). Evaluation of the measurement model is carried out in three stages.

**Table 2.** Reliability Test Results

<b>Cronbach alpha value (a)</b>				
<b>Capitalization Interpersonal</b>	<b>Inspiration</b>	<b>ICB</b>	<b>Jealousy</b>	<b>Social Undermining</b>
0.887	0.855	0.923	0.835	0.965
<b>Composite reliability (CR) value</b>				
<b>Capitalization Interpersonal</b>	<b>Inspiration</b>	<b>ICB</b>	<b>Jealousy</b>	<b>Social Undermining</b>
0.920	0.898	0.937	0.924	0.970

The first stage is to test or evaluate the internal consistency of the reliability of each variable. A variable measurement scale is said to be reliable if it has a composite reliability (CR) value and a Cronbach alpha ( $\alpha$ ) value above 0.70. The results in table 4.6 can be seen that all CR and values in each variable are above 0.70. It can be explained that the variable measurement scale in this study has a good consistency of reliability.

### Structural Model Test Results

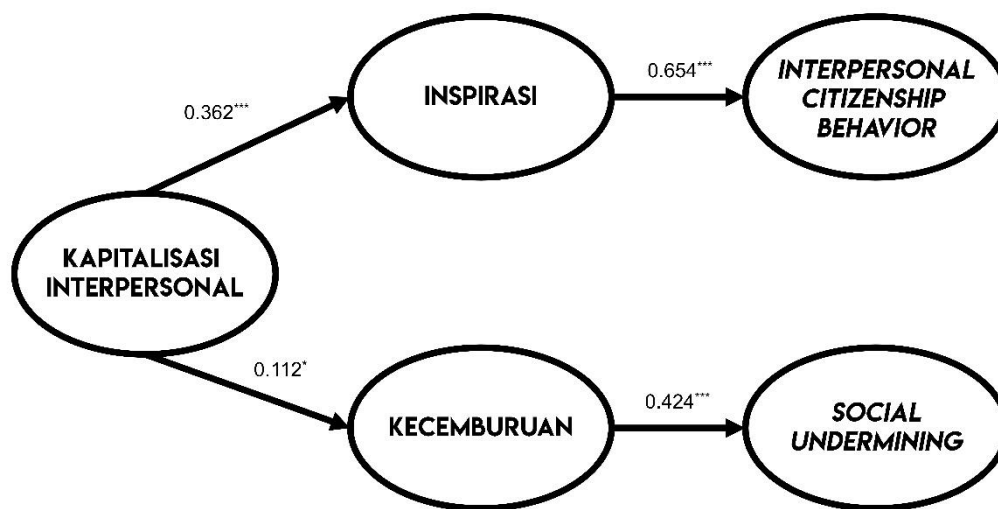
After evaluating the measurement model, this study then evaluates the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have

been proposed. Furthermore, the table reveals the path coefficient values generated by the SEM-PLS analysis of the research model proposed in this study. The first hypothesis (H1) predicts that interpersonal capitalization has a positive effect on inspiration. The results showed that this hypothesis was statistically supported ( $\beta = 0.363$ ,  $p < 0.001$ ). The table shows that interpersonal capitalization positively affects inspiration.

**Table 3.** Hypothesis test results

	Capitalization Interpersonal	Inspiration	Jealousy
Inspiration	0.362***		
ICB		0.654***	
Jealousy	0.112*		
Social Undermining			0.424***

\* = significant at the 0.05\*\*\* level, significant at the 0.001 level.



\* = significant at level 0.05. \*\*\* = significant at level 0.001

**Picture 2.** Structural Model

The second hypothesis (H2) predicts that inspiration has a positive effect on ICB. The results in the table show that this hypothesis is statistically supported ( $\beta = 0.654$ ,  $p < 0.001$ ). The table shows that the inspiration variable has a positive effect on ICB.

The third hypothesis (H3) predicts that inspiration mediates the relationship between interpersonal capitalization and ICB. The results in the table show that this hypothesis is statistically supported ( $\beta = 0.236$ ,  $p < 0.001$ ). The table shows that the relationship between interpersonal capitalization and ICB is mediated by inspiration.

**Table 4.** The results of the indirect effect significance test

Influence Relationship	Coefficient ( $\beta$ )
Interpersonal capitalization → Inspiration → ICB	0.236***
Interpersonal capitalization → Jealousy → Social undermining	0.048 t.s.

t.s. = not significant, \*\*\* significant at the 0.001 level.

The fourth hypothesis (H4) predicts that interpersonal capitalization has a positive effect on jealousy. The results in the table show that this hypothesis is statistically supported ( $\beta = 0.112$ ,  $p < 0.05$ ). The table shows that interpersonal capitalization is positively affect inspiration. The fifth hypothesis (H5) predicts that jealousy has a positive effect against social undermining. The results in the table show that this hypothesis is statistically supported ( $\beta = 0.424$ ,  $p < 0.05$ ). The table shows that interpersonal capitalization positively affects inspiration.

Furthermore, the fifth hypothesis (H5) predicts that jealousy mediates the relationship between interpersonal capitalization and social undermining. The results in the table indicate that this hypothesis is not supported statistically ( $\beta = 0.236$ ,  $p < 0.001$ ). The table shows that jealousy is very weak in mediating the relationship between interpersonal capitalization and social undermining.

## Conclusion

This research provides valuable implications for current research in the field of management, especially on the topic of human resource management studies. By utilizing a sample of police officers who work in several Police Institutions located in one region in Indonesia, the findings in this study describe how and why the interpersonal capitalization mechanism has an impact on inspiration and jealousy which will ultimately encourage individuals to engage in ICB behavior and social undermining. The findings of this study can also provide input to the organization's management in considering interpersonal capitalization strategies in certain contexts. The results of the study are also expected to be a stimulus in giving more attention to future studies from academics and practitioners in explaining the function of interpersonal capitalization on individual attitudes and behavior in the workplace.

## Acknowledgement

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank M. Rasyid Abdillah and Helwen Heri for his feedback on earlier versions of the paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

## Disclosure statement

No potential conflict of interest was reported by the authors.

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