



Research Paper

Exploring the Impact of Workplace Incivility on Turnover Intention: Job Satisfaction as a Mediator in Reddoorz Malang

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ABSTRACT: This study investigates the impact of workplace incivility on turnover intentions, mediated by job satisfaction, among employees at nine RedDoorz Hotels in Malang city, Indonesia. A census method was applied to a total of 36 employees as the sample. The research employs a quantitative approach, with data collection conducted through questionnaires and analyzed using the Partial Least Square (PLS) method. The findings indicate that workplace incivility significantly influences turnover intentions both directly and indirectly through job satisfaction. Increased workplace incivility leads to higher turnover intentions and decreased job satisfaction, highlighting the critical need for interventions to foster a positive work environment and improve employee retention.

KEYWORDS: Workplace Incivility, Turnover Intentions, Job Satisfaction

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I. INTRODUCTION

The role of resources such as technology, machinery, finances, and human capital is essential in achieving organizational goals. Among these, employees are the primary asset of any organization, as they significantly contribute to its advancement. Employees deserve appreciation and respect from their superiors and peers, as their comfort and satisfaction in the workplace are crucial for retaining talent and maintaining productivity. An uncomfortable work environment often leads to higher turnover rates, which can adversely impact employees by inducing mental health stress and disrupting their well-being.

Employee turnover is influenced by both environmental and individual factors. Environmental factors include family responsibilities and external job opportunities, while individual factors encompass job satisfaction, institutional commitment, and intention to stay [1]. According to a survey by the Hay Group and the Center for Economics and Business Research, 192 million employees globally failed in 2018, based on a study involving 700 million employees across 19 countries [2]. Additionally, based on data from the Michael Page Indonesia Employee Intentions Report that 72% of Indonesian respondents considered changing jobs within a year.

Turnover issues are evident in RedDoorz Hotels in Malang City, a brand known for offering affordable prices, easy payment options, and online booking convenience. Despite its competitive edge, RedDoorz faces challenges in retaining employees due to workplace incivility. For example, at RedDoorz Batik Tulis Celaket, a high turnover rate was reported between 2019 and 2022, as noted in an interview with the owner on June 10, 2022. High turnover rates have led to task redistribution among remaining employees, causing declines in morale, motivation, and productivity. Employees often display signs of disengagement, such as absenteeism, rule violations, and reduced commitment. Some employees on probation left their positions abruptly, while others with over three years of service also chose to resign. This highlights the need to explore factors contributing to turnover intention, including workplace incivility.

Workplace incivility refers to minor deviations from organizational norms that do not necessarily harm others but disrupt workplace harmony[3]. Examples include gossiping, public reprimands, exclusion from meetings, and discriminatory behaviors. At RedDoorz Batik Tulis Celaket, incidents of incivility included gossiping about new employees, ignoring their contributions, and failing to appreciate colleagues' work. Such behaviors have been linked to reduced job satisfaction and increased turnover intention [4]. Employees affected

by incivility often exhibit decreased effort, prolonged breaks, increased sick leave, and unwillingness to work overtime, further exacerbating productivity losses.

Factors influencing workplace incivility include hostility, invasion of privacy, exclusionary behaviors, and gossip[5]. These factors not only harm employee well-being but also impose costs on the organization due to recruitment and training needs. Workplace incivility significantly affects turnover intention and demonstrated its impact on job satisfaction[6], [7]. Reduced job satisfaction leads to lower employee performance and higher turnover rates. Conversely, fostering job satisfaction through supportive policies can mitigate turnover intention [8]. Given these dynamics, further investigation is necessary to understand the interplay between workplace incivility, turnover intention, and job satisfaction among RedDoorz employees in Malang City. This study aims to provide insights into these relationships and their implications for organizational performance.

II. CRITICAL REVIEW

Workplace incivility induces discomfort and anxiety among employees, negatively impacting their morale and productivity[9]. This subtle behavior includes actions such as failing to say thank you, gossiping, speaking loudly about personal matters, or unfairly blaming colleagues[10]. These acts disturb workplace harmony and often lead to dissatisfaction and a greater likelihood of turnover intention[11]. Job satisfaction represents employees' positive feelings toward their jobs, influenced by factors like salary, career development opportunities, and work conditions[12]. When these factors are unmet, dissatisfaction grows, contributing to higher turnover rates[7]. Additionally, workplace incivility fosters toxic environments marked by hostility, exclusion, and gossip[5], further diminishing trust and collaboration among employees. Addressing workplace incivility is critical for reducing turnover intention and enhancing job satisfaction. By implementing preventive measures and fostering supportive policies, organizations can create an inclusive and respectful environment that promotes retention and organizational stability. This interconnected relationship between workplace incivility, job satisfaction, and turnover intention underscores the need for effective strategies to improve workplace dynamics and ensure sustained employee engagement.

III. RESEARCH METHODS

This study employs an exploratory research design with a quantitative approach to determine the significance of relationships between variables. Quantitative research involves testing theories by measuring variables numerically and analyzing them statistically [13]. The research utilized path analysis techniques with SmartPLS software to examine the impact of workplace incivility on turnover intention, mediated by job satisfaction, among RedDoorz employees in Malang City. The study focuses on human resource management, specifically turnover intention linked to workplace incivility and job satisfaction. Data collection was conducted across nine RedDoorz locations in Malang City, involving a population of 36 employees. These locations were chosen due to the lack of prior research on RedDoorz in this region. The data analysis was performed using the Partial Least Square (PLS) method with SmartPLS software version 3, enabling a robust examination of relationships between the studied variable.

IV. RESULT AND DISCUSSION

4.1 Descriptive Analysis Results

The descriptive analysis is essential for understanding respondents' perceptions regarding the variables Workplace Incivility (X), Turnover Intention (Y), and Job Satisfaction (Z). Workplace Incivility is measured using two indicators: individual incivility and colleague incivility. The results in Table 1 show that individual incivility has a higher perceived impact compared to colleague incivility. Among the individual incivility items, $X1$ (*Bullying in the workplace had a negative impact on me*) has the highest mean score (3.47), indicating its significant presence. Conversely, $X5$ (*I have received violence from colleagues*) has the lowest mean score (1.33), suggesting that physical violence is rare in the workplace. These results indicate that verbal and behavioral forms of incivility, such as bullying, are more prominent and impactful in the RedDoorz environment. This highlights the importance of addressing individual incivility as a priority in mitigating negative workplace behaviors.

Turnover Intention is assessed through two dimensions: the desire to find a new job and the desire to leave the company. Table 2 highlights that $Y3$ (*I will leave my current job when you get a job with a bigger salary*) has the highest mean score (3.14), reflecting the strong influence of financial motivations on turnover intentions. On the other hand, $Y5$ (*I will feel calm and free when leaving this company*) has the lowest mean score (1.94), showing that emotional factors play a lesser role in respondents' intentions to leave. This finding underscores the critical role of competitive compensation in retaining employees.

Job Satisfaction is evaluated through satisfaction with work and satisfaction with colleagues. Table 3 indicates high overall satisfaction levels among respondents, with $Z5$ (*I enjoy working here because my*

coworkers are fun) recording the highest mean score (4.78). However, Z3 (My income can increase work morale) scored slightly lower at 4.36, signaling some concerns about financial rewards. These findings suggest that while employees are generally satisfied with their work environment and colleagues, monetary considerations remain an area for improvement. This implies that addressing income-related concerns could further enhance employee satisfaction and engagement.

Table 1: Frequency Distribution of Workplace Incivility (X)

No	Item	Answer										N	Score	Mean
		SS (5)		S (4)		N(3)		TS (2)		STS (1)				
		F	%	F	%	F	%	F	%	F	%			
Incivility Individual														
X1	Bullying in workplace had a negative impact on me.	11	30.6	9	25	3	8.3	12	33.3	1	2.8	36	125	3.47
X2	I've done bullying in the past workplace.	3	8.3	9	25	3	8.3	11	30.6	10	27.8	36	92	2.56
X3	I feel many coworkers don't like me.	3	8.3	0	0	5	13.9	12	33.3	16	44.4	36	70	1.94
Colleague Incivility														
X4	My coworkers often talk about me behind me.	1	2.8	2	5.6	6	16.7	17	47.2	10	27.8	36	75	2.08
X5	I have received violence from colleagues here.	0	0	1	2.8	1	2.8	7	19.4	27	75	36	48	1.33
X6	I feel like many coworkers don't like it.	1	2.8	1	2.8	5	13.9	5	13.9	24	66.7	36	58	1.61

Table 2: Frequency Distribution of Turnover Intentions (Y)

No	Item	Answer										N	Score	Mean
		SS (5)		S (4)		N(3)		TS (2)		STS (1)				
		F	%	F	%	F	%	F	%	F	%			
Desire to Find a New Job														
Y1	I think to looking for a new job.	2	5.6	5	13.9	2	5.6	11	30.6	16	44.4	36	74	2.06
Y2	I contacted several friends for job information for me.	0	0	10	27.8	4	11.1	15	41.7	7	19.4	36	89	2.47
Y3	I will leave your current job when you get a job bigger salary.	6	16.7	5	13.9	17	47.2	4	11.1	4	11.1	36	113	3.14
Desire to Leave the Company														
Y4	Bullying in the workplace makes me want to quit this job.	1	2.8	3	8.3	12	33.3	13	36.1	7	19.4	36	86	2.39
Y5	I will feel calmer and free when leaving this company.	0	0	2	5.6	10	27.8	8	22.2	16	44.4	36	70	1.94
Y6	If I had get a new job I will leave this job.	2	5.6	5	13.9	11	30.6	15	41.7	3	8.3	36	96	2.67

Table 3: Frequency Distribution of Job Satisfaction (Z)

No	Item	Answer										N	Score	Mean
		SS (5)		S (4)		N(3)		TS (2)		STS (1)				
		F	%	F	%	F	%	F	%	F	%			
Job Satisfaction														
Z1	I am satisfied working here.	22	61.1	10	27.8	4	11.1	0	0	0	0	36	162	4.50
Z2	I feel comfortable work here.	22	61.2	10	27.9	4	11.2	0	0	0	0	36	162	4.50
Z3	My income can increase work morale.	21	58.3	8	22.2	6	16.7	1	2.8	0	0	36	157	4.36
Satisfaction with Colleagues														
Z4	Colleagues can be invited cooperate well	29	80.6	5	13.9	2	5.6	0	0	0	0	36	171	4.75
Z5	I enjoy working here because my coworkers are fun.	30	83.3	4	11.1	2	5.6	0	0	0	0	36	172	4.78
Z6	My coworkers always support me.	22	61.1	12	33.3	2	5.6	0	0	0	0	36	164	4.56

4.2 Structural Model and Hypothesis Testing

The structural model, as depicted in Figure 1, evaluates the relationships between Workplace Incivility (X), Job Satisfaction (Z), and Turnover Intention (Y). The R-squared values in Table 4 show that 40.1% of the variance in Turnover Intention (Y) is explained by Workplace Incivility (X) and Job Satisfaction (Z), while 69.7% of the variance in Job Satisfaction (Z) is explained by Workplace Incivility (X). These values indicate a strong explanatory power of the model.

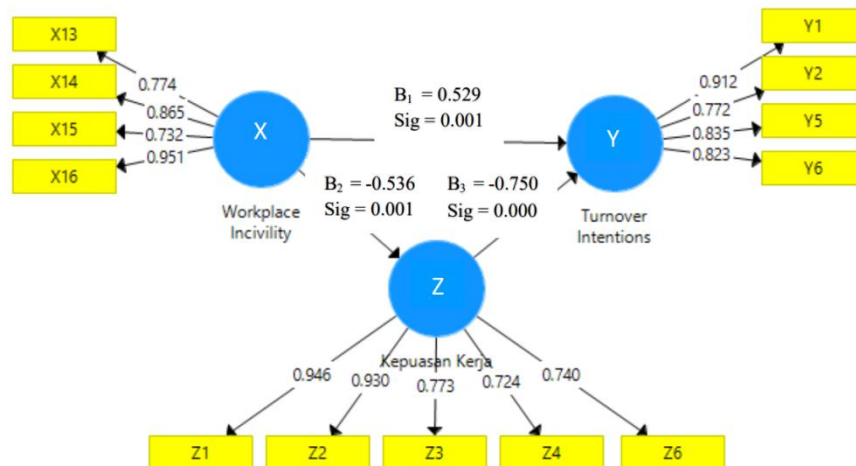


Figure 1: Structural Model from SmartPLS Output Result

Table 4: R-Square Result

Variabel	R-square	R-square Adjusted
Turnover Intentions (Y)	0.401	0.383
Job satisfaction (Z)	0.697	0.678

The hypotheses testing results reveal significant relationships between the studied variables. Workplace Incivility (X) has a significant positive effect on Turnover Intentions (Y) ($\beta = 0.334, p = 0.004$), as shown in Table 5. This confirms that higher levels of workplace incivility lead to an increase in employees' intentions to leave. Employees who experience incivility often feel undervalued and unsupported, prompting them to seek alternative employment opportunities. The findings align with prior research which emphasized the detrimental effects of incivility on employee retention[6].

The relationship between Workplace Incivility (X) and Job Satisfaction (Z) is significantly negative ($\beta = -0.633, p < 0.001$), as highlighted in Table 5. Employees subjected to incivility report lower job satisfaction, reflecting the disruptive impact of disrespectful behaviors on morale and workplace harmony. This finding is consistent with studies which identify incivility as a critical factor diminishing satisfaction[7], [14].

Job Satisfaction (Z) has a significant negative effect on Turnover Intentions (Y) ($\beta = -0.582, p < 0.001$), as seen in Table 5. Higher job satisfaction reduces employees' intentions to leave, illustrating its protective role in employee retention. Satisfied employees are more likely to remain committed to their organization. Furthermore, the indirect effect of Workplace Incivility (X) on Turnover Intentions (Y) through Job Satisfaction (Z) is significant ($\beta = 0.334, p = 0.004$). This indicates that incivility indirectly increases turnover intentions by reducing job satisfaction. Employees experiencing incivility are less motivated and engaged, which heightens their desire to leave the organization.

Table 5: Summary of Coefficients Path (Smart PLS)

Variabel	Original Sample(O)	Sampel Mean (M)	StandartDeviation (STDEV)	T-Statistic (O/SDEV)	P-Value
Workplace Incivility→ TurnoverIntention	0.334	0.342	0.117	2.858	0.004
Workplace Incivility→ Job satisfaction	-0.633	-0.659	0.074	8.497	0.000
Job satisfaction → TurnoverIntention	-0.582	-0.583	0.117	4.989	0.000
WorkplaceIncivility→ Turnover Intention→ Job satisfaction	0.334	0.342	0.117	2.858	0.004→0.000

4.3 Discussion

These findings underscore the complex interplay between workplace behaviors, satisfaction, and retention. Workplace incivility directly impacts employees' intentions to leave and indirectly affects them through reduced job satisfaction, confirming its critical role in employee retention dynamics. Addressing incivility is essential for fostering a positive work environment and enhancing employee satisfaction, which in turn reduces turnover intentions. The results emphasize the need for organizations like RedDoorz to address incivility through targeted interventions. One effective approach involves anti-incivility policies, which establish clear guidelines to prevent behaviors such as bullying, gossiping, and other forms of workplace hostility. By creating a framework of acceptable conduct, organizations can minimize conflicts and foster respect among employees.

Employee support programs also play a crucial role, providing counseling and conflict resolution services to help employees cope with incivility. These programs not only support victims of incivility but also promote a culture of mutual understanding and collaboration. Alongside support programs, organizations should invest in recognition and rewards systems, offering both monetary and non-monetary incentives to acknowledge employee contributions. Enhanced incentives directly improve job satisfaction, which is a key factor in reducing turnover intentions. Furthermore, leadership training equips managers with the skills to create a respectful and inclusive work culture. Leaders trained to identify and address incivility are better positioned to intervene early, preventing minor conflicts from escalating and disrupting workplace harmony.

The results align with prior studies, which emphasize the dual role of incivility and satisfaction in influencing turnover intentions [15], [16]. These findings highlight the interconnectedness of workplace behaviors, suggesting that addressing incivility is not just an HR initiative but a strategic priority for enhancing organizational performance.

V. CONCLUSION

Workplace incivility at RedDoorz Hotels significantly impacts employee retention. Incivility increases turnover intentions directly and indirectly by reducing job satisfaction. Employees are more likely to leave their jobs for higher salaries, while their satisfaction depends heavily on positive colleague relationships and fair treatment. Reducing workplace incivility and enhancing job satisfaction through targeted strategies, such as anti-incivility policies, employee support programs, and leadership training, are crucial for improving organizational performance and retaining talent.

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