


THE EFFECT OF WORKPLACE INCIVILITY, PERCEIVED SUPERVISOR SUPPORT, JOB SATISFACTION ON ORGANIZATIONAL IDENTIFICATION THAT RESULTS EMPLOYEE PERFORMANCE AND TURNOVER INTENTION

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: January, 22nd 2024 Accepted: March, 22nd 2024</p>	<p>Purpose: This study analyses the influence of Workplace Incivility, Perceived Supervisor Support, Job Satisfaction on Organizational Identification and its implications for Employee Performance and Turnover Intention.</p>
<p>Keywords: Workplace Incivility; Perceived Supervisor Support; Job Satisfaction; Organizational Identification; Employee Performance; Turnover Intention.</p>	<p>Theoretical Framework: Workplace incivility is related to a range of work attitudes, stress indicators, and behaviours, both for the person experiencing incivility as well as for those engaging in uncivilised behaviour. The incivility experienced is closely associated with low job satisfaction and sub-optimal employee performance, high levels of stress and burnout, and a strong desire to leave the job. Perceived supervisor support refers to the perception among employees of how much their supervisors value their contributions and care about their well-being.</p> <p>Design/Methodology/Approach: Determination of the sample using purposive sampling method involving employees who work in the renewable energy industry in Jakarta as many as 210 respondents. Analysis tool is Structural Equation Modeling (SEM) using AMOS version 22.0.</p>
	<p>Findings: It was found that Workplace Incivility does not affect Organizational Identification but, Perceived Supervisor Support and Job Satisfaction have an influence on Organizational Identification. The implication of Organizational Identification has an influence on Employee Performance and Turnover Intention, but Employee Performance does not affect the Turnover Intention of employees working in renewable energy in Jakarta.</p> <p>Research, Practical & Social Implications: From the results of this study, management can get used to the culture that superiors should pay more attention to the performance of employees. In addition, management can consider that employees are part of the company, with this, employees will be more confident in their identity in the company which will increase Organizational Identification. High Organizational Identification is proven to improve Employee Performance and reduce Turnover Intention of employees.</p> <p>Originality/Value: The addition of turnover intention variables is the difference between this research and the previous one. The research was conducted in renewable energy company in Jakarta, Indonesia. This is the uniqueness and originality of this research.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i4.4592</p>

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O EFEITO DA INCIVILIDADE NO LOCAL DE TRABALHO, DO APOIO PERCEBIDO DO SUPERVISOR, DA SATISFAÇÃO NO TRABALHO NA IDENTIFICAÇÃO ORGANIZACIONAL QUE RESULTA NO DESEMPENHO DOS EMPREGADOS E NA INTENÇÃO DE ROTATIVIDADE

RESUMO

Objetivo: Este estudo analisa a influência da Incivildade no Local de Trabalho, do Apoio Percebido do Supervisor, da Satisfação no Trabalho na Identificação Organizacional e as suas implicações no Desempenho dos Colaboradores e na Intenção de Turnover.

Enquadramento Teórico: A incivildade no local de trabalho está relacionada com uma série de atitudes no trabalho, indicadores de stress e comportamentos, tanto para a pessoa que sofre a incivildade como para aqueles que se envolvem em comportamentos incivilizados. A incivildade experimentada está estreitamente associada a uma baixa satisfação no trabalho e a um desempenho abaixo do ideal por parte dos trabalhadores, a elevados níveis de stress e de esgotamento e a um forte desejo de abandonar o emprego. A percepção do apoio do supervisor refere-se à percepção que os trabalhadores têm de quanto os seus supervisores valorizam as suas contribuições e se preocupam com o seu bem-estar.

Conceção/Methodologia/Abordagem: Determinação da amostra utilizando o método de amostragem intencional, envolvendo empregados que trabalham na indústria das energias renováveis em Jacarta, num total de 210 inquiridos. A ferramenta de análise é a Modelação de Equações Estruturais (SEM) utilizando o AMOS versão 22.0.

Conclusões: Verificou-se que a Incivildade no Local de Trabalho não afecta a Identificação Organizacional, mas que o Apoio Percebido do Supervisor e a Satisfação no Trabalho têm influência na Identificação Organizacional. A implicação da Identificação Organizacional tem influência no Desempenho dos Funcionários e na Intenção de Rotatividade, mas o Desempenho dos Funcionários não afecta a Intenção de Rotatividade dos funcionários que trabalham na área das energias renováveis em Jacarta.

Implicações para a Investigação, Práticas e Sociais: A partir dos resultados deste estudo, a gerência pode se acostumar com a cultura de que os superiores devem dar mais atenção ao desempenho dos funcionários. Para além disso, a gestão pode considerar que os empregados fazem parte da empresa, com isto, os empregados estarão mais confiantes na sua identidade na empresa, o que aumentará a Identificação Organizacional. Está provado que uma elevada Identificação Organizacional melhora o Desempenho dos Colaboradores e reduz a Intenção de Turnover dos colaboradores.

Originalidade/Valor: A adição de variáveis de intenção de rotação é a diferença entre este estudo e o anterior. A investigação foi realizada numa nova empresa de energia em Jacarta, na Indonésia. Esta é a singularidade e a originalidade desta investigação.

Palavras-chave: Incivildade no Local de Trabalho, Apoio Percebido do Supervisor, Satisfação no Trabalho, Identificação Organizacional, Desempenho do Trabalhador, Intenção de Rotatividade.

EL EFECTO DE LA INCIVILIDAD EN EL LUGAR DE TRABAJO, EL APOYO PERCIBIDO DEL SUPERVISOR, LA SATISFACCIÓN EN EL TRABAJO SOBRE LA IDENTIFICACIÓN ORGANIZATIVA QUE DA COMO RESULTADO EL RENDIMIENTO DE LOS EMPLEADOS Y LA INTENCIÓN DE ROTACIÓN

RESUMEN

Propósito: Este estudio analiza la influencia de la Incivildad en el Lugar de Trabajo, el Apoyo Percibido del Supervisor, la Satisfacción Laboral en la Identificación Organizacional y sus implicaciones en el Desempeño del Empleado y la Intención de Rotación.

Marco Teórico: La incivildad en el lugar de trabajo está relacionada con una serie de actitudes laborales, indicadores de estrés y comportamientos, tanto para la persona que experimenta la incivildad como para quienes participan en el comportamiento incívico. La incivildad experimentada está estrechamente asociada con una baja satisfacción laboral y un rendimiento inferior al óptimo de los empleados, altos niveles de estrés y agotamiento, y un fuerte deseo de abandonar el trabajo. El apoyo percibido del supervisor se refiere a la percepción entre los empleados de hasta qué punto sus supervisores valoran sus contribuciones y se preocupan por su bienestar.

Diseño/Methodología/Enfoque: Determinación de la muestra mediante un método de muestreo intencional en el que participaron empleados que trabajan en el sector de las energías renovables en Yakarta, hasta un total de 210 encuestados. La herramienta de análisis es el Modelo de Ecuaciones Estructurales (SEM) utilizando AMOS versión 22.0.

Resultados: Se constató que la incivildad en el lugar de trabajo no afecta a la identificación organizativa, pero el apoyo percibido del supervisor y la satisfacción en el trabajo influyen en la identificación organizativa. La implicación de la identificación organizativa influye en el rendimiento de los empleados y en la intención de

cambiar de empresa, pero el rendimiento de los empleados no afecta a la intención de cambiar de empresa de los empleados que trabajan en el sector de las energías renovables en Yakarta.

Investigación, Implicaciones Prácticas y Sociales: A partir de los resultados de este estudio, la dirección puede acostumbrarse a la cultura de que los superiores deben prestar más atención al rendimiento de los empleados. Además, la dirección puede considerar que los empleados forman parte de la empresa, con lo que los empleados tendrán más confianza en su identidad en la empresa, lo que aumentará la Identificación Organizativa. Está demostrado que una alta identificación organizativa mejora el rendimiento de los empleados y reduce su intención de cambiar de empresa.

Originalidad/Valor: La adición de variables de intención de rotación es la diferencia entre esta investigación y la anterior. La investigación se llevó a cabo en una nueva empresa energética de Yakarta (Indonesia). Esta es la singularidad y originalidad de esta investigación.

Palabras clave: Incivilidad en el Lugar de Trabajo, Apoyo Percibido del Supervisor, Satisfacción Laboral, Identificación Organizativa, Rendimiento de los Empleados, Intención de Rotación.

1 INTRODUCTION

Organisations need to manage that one of the most important assets of the company is the employees (Kelliher & Menezes, 2019). *Workplace incivility* (WI) including rudeness, condescension, humiliation and disrespect is a burden to individuals and organisations. WI is a common anti-social behaviour in the work environment, and a large number of workers state that they have experienced such behaviour (Guo et al., 2022). According to (Porath & Pearson, 2013) an estimated 98% of employees have experienced incivility behaviour, and 50% receive this treatment at least weekly.

Perceived supervisor support (PSS) is supported based on social change theory (Afsar & Badir, 2017). Perceived supervisory support as the extent to which *supervisors* value employees' contributions. Perceived *supervisor* support involves developing perceptions of how *supervisors* value their contributions (Uzun, 2018). According to (Kazmi & Javaid, 2022) *supervisor* support is strengthened when employees realise that their appraisals are often reported to higher level management however, this support further leads to commitment and high *job satisfaction*.

Job satisfaction (JS) is a description of the employee's state towards the environment and his attitude towards his experience at work (Sah & Pokharel, 2022). *Job satisfaction* can also be defined as "the feelings that individuals feel in doing their jobs and the different things in their jobs" (Sah & Pokharel, 2022). Satisfaction can be positive or negative depending on the individual or work circumstances (Brief & Weiss, 2002). Organisations make a lot of efforts to meet existing needs and improve employee performance to ensure productivity and conductivity in their workplace. However, organisations must also prepare for their upcoming needs to face the upcoming challenges (Kazmi & Javaid, 2022).

Organizational identification (OI) is considered an important condition for *organisational* efficiency. It refers to the identification of employees as part of the organisation (Nafei & Kaifi, 2013). The concept of *organizational identification* has a positive correlation with *employee performance* and employee habits, and a negative correlation with intention to leave the current job and *turnover* (Terzioglu et al., 2016).

Performance has a crucial role in companies and organisations, because *performance* can reflect the results of individual achievement in doing their work. Whether or not a company's performance can be seen from the quality of the employees in the company, therefore *employee performance* (EP) has an important role in helping companies achieve goals, because the quality of superior companies can be produced through optimal employee performance. *Employee performance* can be said to be how far the person has carried out the organisation's plan, either to achieve a specific goal related to a unique role or by demonstrating competencies that are in accordance with the organisation. According to Irmayanthi and Surya (2020) *performance* is a multidimensional concept.

Research from Mappamiring, (2020) professional human resource management is important to align employee needs, organisational demands, and company capabilities. This balance can be the main key for companies to be able to develop company productivity so that later company goals can be achieved. Therefore, employees are expected to be able to perform their job duties properly and professionally. Arfah and Aditya (2019) emphasise that the survival and success of the Company does not only depend on capital alone, but also on aspects of effective human resource management. Along with the development of technology and human resources as well as the company itself, new problems can arise in the human resources section. Every company will certainly face the entry and exit of employees at work. One of the things that must be faced is *employee turnover intention*. *Turnover intention* (TI) is a situation where employees consciously intend to look for another job as an alternative in a different company. According to Susilo and Satrya (2019), *turnover intention* is an issue that often arises in organisations or companies involving employees' intention to leave the company.

During 2022, employee *turnover* occurred in companies engaged in *renewable energy*. In January 2022 the number of employees was 286 and in December 2022 it decreased to 244. This caused a 15% reduction in employees. According to research from (Susilo & Satrya, 2019) which quotes from (Gillies, 1989) states that *turnover intention* can be considered normal if it is in the range of 5-10 percent a year, and is categorised as high if it exceeds 10 percent a year. Based on the data above, the *renewable energy* company can be said to have a high *turnover*.

The high *turnover intention* in this *renewable energy* company can be attributed to *employee performance*. Employees in this company feel that if they do not reach the target or the resulting performance decreases, they assume that the employee is not suitable for the company. Supported by research from (Dordunu & Simpson, 2020) found that *employee performance* is often associated with some good or bad expectations. With regard to *turnover intention* and *employee performance*, the argument is that employees who perform poorly during appraisals may have the intention to quit when they suspect the negative feedback may result in undesirable outcomes including being fired by their superiors.

Research from Hom et al. (2017) observed a lack of research on employee *turnover intention* in the energy industry. The lack of sustainability theory in the energy sector during industrial transformation in developing countries and also the large number of employee turnover in energy companies negatively impact the operations and sustainability of the organisation (Li et al., 2021). Employee perceptions of *turnover intention* risk can jeopardise employee satisfaction and well-being and increase job burnout, these findings are consistent with previous research by (Alvarez et al., 2015). According to Syahronica, Hakam and Ruhana (2015), although *turnover intention* also has a positive impact, most turnover in employees is considered a negative impact on the company, for example in terms of costs and time lost due to missed opportunities.

Based on the above background, research will be conducted by providing modifications to the addition of hypotheses and variables from research conducted by Kazmi and Javaid (2022). The addition of *turnover intention* variables in this study was made to raise factors through employee *turnover intention*.

2 LITERATURE REVIEW

Research conducted by Handoyo, Samian, Syarifah and Suhariadi in 2018 showed that 88% of private and government employees in Indonesia have reported that they experienced *workplace incivility*. *Workplace incivility* including rudeness, condescension, humiliation and disrespect, is a high cost to individuals and organisations. It is a common antisocial behaviour in work environments, and a significant number of workers report that they have experienced such behaviour (Cortina et al., 2022). *Workplace incivility* is very common in the Chinese context, perhaps much worse among private college employees who do not have career establishment status (Zhang & Wang, 2021). *Workplace incivility* in the *workplace* is one of

the bad behaviours, such as blaming colleagues, ignoring, criticising, refusing to cooperate, and being indifferent when asked for help (Cooke & Baumbusch, 2020).

According to research by Kazmi and Javaid (2022) revealed that the effect of *workplace incivility* has a negative relationship with *organizational identification*. The same thing is shown in research (Guo et al., 2022) that *organizational identification* mediates the negative effects of *workplace incivility*. Therefore, the hypothesis is formulated as follows:

H₁: There is an effect of *workplace incivility* on *organizational identification*

Supervisor support is described as the level of employee confidence in the *supervisor* that their *supervisor* shows support and cares about them. In accordance with Mushtaq *et al.* (2017) who argue that *supervisor support* is the ability or skill of *supervisors* in providing support and helping employees in working in the company. *Perceived supervisor support* is defined as "the extent to which subordinates feel that they are supported and respected by their supervisors" (Kazmi & Javaid, 2022) It is also stated that in carrying out the role of a Company representative, the *supervisor* has the responsibility of providing direction and assessing the *performance of* an employee under his supervision.

Martinko et al. (2013) study revealed that abusive supervision can result in negative effects on employees, while leadership that empowers employees facilitates and enhances employee creativity (Zhang & Wang, 2021). According to research (Uzun, 2018) *perceived supervisor support* positively affects *organizational identification*. This statement is in line with research conducted by Kazmi and Javaid (2022) that *perceived supervisor support* has a positive relationship with *organizational identification*. So that the following hypothesis can be formulated:

H₂: There is an effect of perceived supervisor support on organizational identification.

According to Spector (1997). *Job satisfaction* is an individual's assessment or perception of his job and various other factors that can affect his job and according to Steele, Rodgers and Fogarty (2020) *Job satisfaction* is the extent to which employees get enjoyment from the employee's own efforts-at work. Satisfaction can be positive or negative depending on the individual or work circumstances (Weiss, 2002). Thus, it can be said that people express themselves in job performance (Kahn, 1990), and *job satisfaction* can be higher with *organizational identification* (Joseph, Newman & Hulin, 2010) because employees will have a psychological bond with other employees. However, a strong relationship between *job satisfaction* and *organizational identification* has been reported in the literature (Van Knippenberg and Van Schie, 2020) that *job satisfaction* is connected to various other

organisational outcomes, and *organizational identification* is one of them. Kazmi and Javaid (2022) in their research also agreed that *job satisfaction* has a positive influence on *organizational identification*. Therefore, the following hypothesis can be concluded:

H₃: There is an effect of *job satisfaction* on *organizational identification*

Organizational identification is considered an important condition for organisational efficiency. Organizational Identification reflects the psychological linkage of individuals and organisations (Nilasari, 2019). It refers to an employee's identification as part of an organisation to identify with that organisation (Kaifi, 2013). Studies have also shown that *organizational identification* plays a positive role in improving performance (Ang et al., 2013; Bobbio & Manganelli, 2015; Tummers et al., 2013). Based on the results of research by Kazmi and Javaid (2022) that *organizational identification* has a positive relationship with *employee performance*. So, the following hypothesis can be formulated:

H₄: There is an effect of organizational identification on employee performance

Organizational identification can effectively influence a person's decision to leave or stay in the company. For example, *organisational identification* was found to have a significant adverse effect on *turnover intention* (Dick et al., 2004). Increased *turnover intention* is more likely to leave the organisation. This suggests that *organizational identification* can be detrimental to the organisation (Oguegbe & Edosomwan, 2021). *Organizational identification* has a negative impact on employee *turnover intention* (Giritli & Demircioglu, 2015). Different research was found in (Oguegbe & Edosomwan, 2021) that *organizational identification* plays an important role in *turnover intention* decisions in organisations. Therefore, the following hypothesis can be concluded:

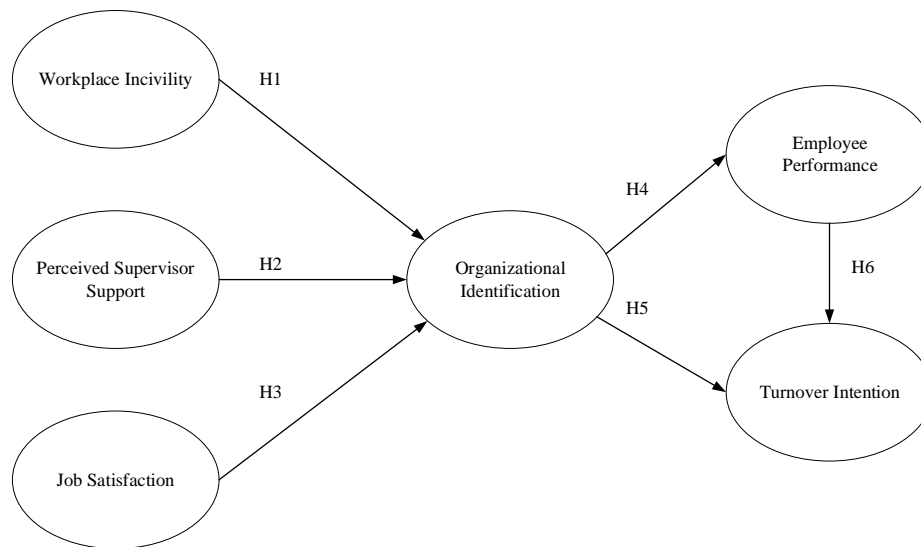
H₅: There is an effect of organizational identification on turnover intention

Research from Yücel (2021) found that *employee performance* has a negative impact on *turnover intention*. Conversely, Dordunu et al. (2020) in their research found that there is an inverse relationship between *employee performance* and *turnover intention*. Based on this, the following hypothesis can be formulated:

H₆: There is an effect of employee performance on turnover intention

Figure 1

Conceptual Framework



Source: Kazmi dan Javaid (2021); Yucel (2021); Asri (2021)

3 RESEARCH METHODOLOGY

3.1 MEASUREMENT

Six variables are used in this study which are measured on the results of respondents' answers using an interval scale with a five-point Likert measurement scale (1 = strongly disagree; 2 = disagree; 3 = moderately agree; 4 = agree; up to 5 = strongly agree). The first variable is *workplace incivility*, the statements on this variable are adapted from the results of research by Kazmi and Javaid (2022) which consists of 12 items:

Table 1

Workplace Incivility Indicators

No.	Indicators
1	Your co-workers or boss pay little attention to your statements or show little interest in your opinions.
2	Your colleague or supervisor doubts your judgement on a matter for which you are responsible.
3	Your colleague or supervisor gives you a hostile look or sneer.
4	Your colleague or supervisor addresses you in an unprofessional manner, either publicly or privately.
5	Your colleague or boss interrupts or "talks over" you.
6	Your colleague or supervisor rates you lower than you deserve on an evaluation.
7	Your colleague or supervisor yells, berates or cusses at you.
8	Your colleague or supervisor makes derogatory or disrespectful comments about you
9	Your colleague or boss ignores you.
10	Your colleague or boss accuses you of incompetence.
11	Your colleague or supervisor targets you with anger.
12	Your colleague or supervisor makes jokes at your expense.

Source: Kazmi and Javaid (2022)

The second variable is *perceived supervisor support*, statements on variables from the results of research by Kazmi and Javaid (2022) which consists of 7 items:

Table 2

Supervisor Support Indicators

No.	Indicators
1	My manager provides intensive support to achieve important priorities.
2	My manager assures us that help is available if needed.
3	My boss takes my goals and values seriously.
4	My boss takes great pride in his/her achievements.
5	My boss will look out for me if I do my job to the best of my ability
6	My manager considers my interests when making decisions that affect me.
7	My boss pays attention to my concerns and opinions.

Source: Kazmi and Javaid (2022)

The third variable is *job satisfaction*, the statement on the variable from the research results of Kazmi and Javaid (2022) which consists of 7 items:

Table 3

Job Satisfaction Indicators

No.	Indicators
1	I feel quite satisfied with my current job.
2	I have more fun doing my job than anyone else.
3	I have never been disappointed in taking this job.
4	Every working day seems to end quickly.
5	Most of the time I am happy to go to work.
6	I feel the compensation or wages received are proportional to the work I do.

Source: Kazmi and Javaid (2022)

The fourth variable is *organizational identification*, the statement on the variable from the research results of Kazmi and Javaid (2022) which consists of 7 items:

Table 4

Organizational Identification Indicators

No.	Indicators
1	I feel personally humiliated when someone criticises the Company.
2	I am very interested in what other people think about my company.
3	When I talk about my company, I usually say "we" rather than "they".
4	When someone compliments my company, it feels like a personal compliment.
5	My company's success is my success.
6	I feel proud to work for this organisation.
7	I feel a strong bond with my organisation.

Source: Kazmi and Javaid (2022)

The fifth variable is employee performance, statements on variables from the research results of Kazmi and Javaid (2022) which consist of 6 items:

Table 5

Employee Performance Indicators

No.	Indicators
1	I adequately complete all assigned tasks.
2	I fulfil all job performance requirements.
3	I involve myself in all activities that directly affect my job performance.
4	I keep in mind the results I need to achieve in my work.
5	I can do my job well with minimal time and effort.
6	I usually come up with creative ideas at work.

Source: Kazmi and Javaid (2022)

The sixth variable is turnover intention, the statement on the variable from the research results of Asri (2021) which consists of 3 items:

Table 6

Turnover Intention Indicators

No.	Indicators
1	I will probably be actively looking for a new job next year.
2	I often think about quitting.
3	I will probably look for a new job next year.

Source: Asri (2021)

3.2 DATA COLLECTION

The sample is employees who work in *renewable energy* companies in Jakarta using *non-probability sampling* with subjective sampling and based on consideration by not giving equal opportunities to each member who will be sampled. Primary data was collected by sending *surveys* through the *Google Form platform*. Guidelines for determining sample size can be done by multiplying the number of indicators by a factor of 5, or 5 times the number of *indicators*. The number of *indicators* observed is 41, so the minimum sample size is $5 \times 41 = 205$ employees working in 2 *renewable energy* companies in Jakarta. The method used to select a sample from a population / *sampling* technique is *purposive sampling* which is a sampling approach that is guided by special considerations and criteria that are in accordance with the research so that it is possible to determine the number of samples to be taken for research.

4 RESULTS

4.1 VALIDITY AND RELIABILITY TEST RESULTS

Each variable is tested for validity and reliability. This study uses 205 samples and can be said to be valid if the *loading factor* is 0.35. From the results of data processing, it was found that all research instruments were valid because the value was above or more than 0.35, namely 0.584 - 0.856. The results of variable reliability testing are presented in table 7. The research instrument can be declared reliable if the Cronbach's Alpha value is > 0.60 . All six variables have a value above or more than 0.6, which means that all variables are reliable and can be continued for further research.

Table 7

Cronbach's Alpha Value

Variable	Cronbach's Alpha	Conclusion
WI	0,934	Reliable
PSS	0,901	Reliable
JS	0,895	Reliable
OI	0,916	Reliable
EP	0,871	Reliable
TI	0,934	Reliable

Source: Data processing results using SPSS (2023)

4.2 GOODNESS OF FIT TEST RESULT

The more complex the measurement model of a concept, the more complex the instruments required in testing the suitability of the model.

Table 8

Goodness of Fit Test Results

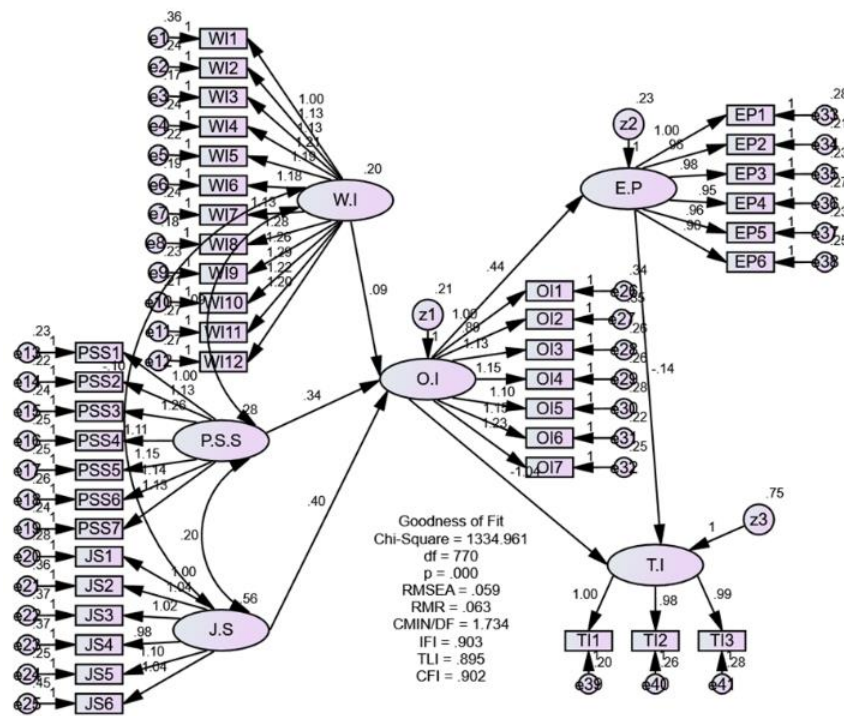
Types of Measurement	Measurement	Value	Recommended Acceptance Limit (Hair et al., 2010)	Conclusion
<i>Absolut Fit Measures</i>	<i>Chi-Square</i>	1334,961	Approaching 0 0	Poor Fit
	<i>P-Value</i>	0,000	$\geq 0,05$	Poor Fit
	<i>RMSEA</i>	0,059	0 - 1	Goodness of Fit
<i>Incremental Fit Measures</i>	<i>NFI</i>	0,904	≥ 90	Goodness of Fit
	<i>AGFI</i>	0,729	≥ 90	Poor Fit
	<i>TLI</i>	0,895	≥ 90	Marginal Fit
	<i>CFI</i>	0,902	≥ 90	Goodness of Fit
<i>Parasimonius Fit Measures</i>	<i>CMIN/DF</i>	1,734	Lower Limit: 1	Goodness of Fit
			Upper Limit: 5	

Source: Data processing results using AMOS (2023)

From the *Goodness of fit* test results presented in Table 8, it is known that there are six criteria that meet the assumptions of the *fit model*, namely RMSEA, NFI, CFI, and CMIN / DF so that the model is declared to meet the assumptions of goodness of fit. Because there are criteria that pass the *goodness of fit* test (Model fit), this research model is feasible and can be used for further analysis. The AMOS model image is as follows:

Figure 2

Structural Equation Output Model (SEM)



Source: Processed with AMOS (2023)

4.3 DESCRIPTIVE STATISTICS

Responses from respondents relating to the variables analysed can be seen in the table below:

Table 9

Descriptive Statistics

Indikator	Minimum	Maximum	Mean	Std. Deviation
WI1	1	5	2.20	.748
WI2	1	4	2.15	.707
WI3	1	4	1.98	.656
WI4	1	4	1.94	.733
WI5	1	4	2.06	.710

WI6	1	4	1.96	.691
WI7	1	4	1.83	.703
WI8	1	5	1.91	.716
WI9	1	4	2.01	.738
WI10	1	5	1.97	.738
WI11	1	5	1.98	.754
WI12	1	5	1.99	.751
PSS1	1	5	3.64	.726
PSS2	1	5	3.63	.786
PSS3	1	5	3.62	.828
PSS4	1	5	3.65	.782
PSS5	1	5	3.69	.798
PSS6	1	5	3.65	.811
PSS7	1	5	3.55	.794
JS1	1	5	3.40	.935
JS2	1	5	3.35	.992
JS3	1	5	3.38	1.001
JS4	1	5	3.47	.989
JS5	1	5	3.40	.993
JS6	1	5	3.42	1.061
OI1	1	5	2.75	.845
OI2	1	5	2.84	.800
OI3	1	5	3.08	.866
OI4	1	5	2.85	.871
OI5	1	5	2.98	.853
OI6	1	5	3.03	.847
OI7	1	5	2.91	.900
EP1	1	5	3.76	.764
EP2	2	5	3.73	.697
EP3	2	5	3.77	.722
EP4	2	5	3.77	.735
EP5	2	5	3.65	.719
EP6	1	5	3.64	.706
TI1	1	5	2.94	1.189
TI2	1	5	2.88	1.190
TI3	1	5	2.94	1.213

Source: Data processing results using SPSS (2023)

In table 9 above, describes the overall response of the respondents which shows that on average employees who work in companies engaged in renewable energy do not feel violence in the workplace, employees feel supported by superiors, employees feel sufficient job satisfaction, but employees still do not feel they have organizational identification.

4.4 HYPOTHESIS TEST RESULTS

Hypothesis testing was carried out using the *Structural Equation Modeling* method. This hypothesis is tested with a significant level of 5% or 0.05 with a confidence level of 95%.

Table 10*Hypothesis Test Results*

Hypothesis	Estimate	p-value	Decision
H1: There is an effect of <i>workplace incivility</i> on <i>organizational identification</i>	0,088	0,326	Not Supported
H2: There is an effect of <i>perceived supervisor support</i> on <i>organizational identification</i>	0,342	0,000	Supported
H3: There is an effect of <i>job satisfaction</i> on <i>organizational identification</i>	0,396	0,000	Supported
H4: There is an effect of <i>organizational identification</i> on <i>employee performance</i>	0,444	0,000	Supported
H5: There is an effect of <i>organizational identification</i> on <i>turnover intention</i>	-1,035	0,000	Supported
H6: There is an effect of <i>employee performance</i> on <i>turnover intention</i>	-0,140	0,349	Not Supported

Source: Data processing results using AMOS (2023)

Based on the results of the research above, it can be seen that there are two hypotheses that are not supported. The first variable, namely workplace incivility, has no effect on organizational identification and the employee performance variable has no effect on employee turnover intention.

5 DISCUSSION

From the results in testing the first hypothesis, it can be seen that the significant value for testing the effect of *Workplace Incivility* on *Organizational Identification* is $0.326 > 0.05$ where the results show that H_0 is accepted and H_a is rejected with an *estimate* value of 0.088. The *Workplace Incivility* approach directly changes employee attitudes so it is quite important to consider dealing with this in the workplace. The results of this study differ by previous research conducted by Kazmi and Javaid (2022) on more than 200 respondents at a Private University in Karachi concluded that *Workplace Incivility* negatively affects *Organizational Identification*. The results of this study are obtained in the form of a positive influence, where *renewable energy* employees in Jakarta if they experience violence in the workplace will increase their organisational identity. This result is less relevant where based on the results of descriptive statistics that few employees agree to accept the treatment of *Workplace Incivility* as evidenced by the results of respondents on this variable, the average respondent chose to be in the range of 1 - 2 where strongly disagree or disagree. So that there is no effect on *Organizational Identification* which makes this hypothesis rejected.

The results of testing the second hypothesis in testing the effect of *Perceived Supervisor Support* on *Organizational Identification* obtained results with a *p-value* of $0.000 < 0.05$ with an *estimate* value of 0.342 so it can be concluded that H_0 is rejected and H_a is accepted. These results are supported by the results of previous research conducted by Zappalà, Toscano and Licciardello (2018) which states *Perceived Supervisor Support* can increase the level of *Organizational Identification*. The higher the *Perceived Supervisor Support*, the employee will feel *Organizational Identification* towards him. A series of support from *supervisors* for staff who are the majority in the company can provide support to fulfil their sense of identity in *renewable energy* companies in Jakarta. This means that in *renewable energy* companies in Jakarta, when employees feel supported by their supervisors. Employees tend to identify more strongly with the organisation they work for. This can have a number of positive impacts, including increased employee attachment to the organisation, improved performance, and higher levels of job satisfaction.

Testing the third hypothesis, namely the effect of *Job Satisfaction* on *Organizational Identification* with a *p-value* of $0.000 < 0.05$, which concluded that H_0 was rejected and H_a was accepted with an *estimate* value of 0.396. Based on the results of this study, this is supported by research that has been conducted by Kazmi and Javaid (2022) by distributing more than 200 respondents at Private Universities in Karachi. These results show that the more employees feel high *Job Satisfaction* while working, it will increase confidence in *Organizational Identification*. When employees have positive feelings of job satisfaction, employees will be more motivated and increase confidence in their work identity. When employees at a *renewable energy* company in Jakarta are satisfied with their jobs, they are more likely to identify with the company. Employees will feel more attached, committed and have positive feelings towards the organisation. Strong *organisational identification* can have a positive impact on employee satisfaction. When employees feel connected to the company, they tend to perform better and contribute positively to the organisation's goals.

Based on testing the fourth hypothesis on the effect of *Organizational Identification* on *Employee Performance* with a *p-value* of $0.000 < 0.05$ and it can be found that H_0 is rejected and H_a is accepted with an *estimate* value of 0.444. This research is supported by previous research conducted by Tuna, Harmanci and Bacaksız (2019). Employees who work in *renewable energy* companies in Jakarta have confidence in *Organizational Identification*, so the *Employee Performance* of these employees is also high. Low *Employee Performance* will affect *Organizational Identification*. Judging from the respondent data, the highest age

frequency is between 17 - 30 years. Life at this age is ideal where it produces high work performance and also identity with the organisation. A high level of *organisational identification* can improve employee performance in *renewable energy* companies in Jakarta. Employees who feel attached to the organisation tend to work harder and be more dedicated. It is important for management to understand *organisational* dynamics and how *Organizational Identification* can influence *Employee Performance* in their specific context.

The results of testing the fifth hypothesis with the effect of *Organizational Identification* on *Turnover Intention* are found with a p-value of $0.000 < 0.05$ with an estimate value of -1.035 which indicates that H_0 is rejected and H_a is accepted, meaning that *Organizational Identification* has an influence on *Turnover Intention*. This research is supported by previous research by Giritli and Demircioglu (2015) by distributing questionnaires to 499 respondents to employees working in the construction industry, that the results of the study *Organizational Identification* was found to affect employee attitudes towards *Turnover Intention* with a negative influence. The results of previous research are proven by current research that the higher the sense of *Organizational Identification* in employees, the lower the *Turnover Intention*, because employees who are proud of their identity have no intention of leaving the company. Research on employees in *renewable energy* companies in Jakarta shows that the presence of strong *Organizational Identification* can reduce *Turnover Intention*. When employees feel emotionally connected to the organisation, they tend to be more satisfied with their jobs and have greater motivation to keep contributing. Conversely, when organisational identification is low, turnover intention tends to increase.

From the results of testing the sixth hypothesis, it can be concluded that the value for testing the influence of Employee Performance on Turnover Intention is $0.349 > 0.05$, where these results indicate that H_0 is accepted and H_a is rejected with an estimated value of -0.140 . This research is supported by research conducted by Yücel (2021) by examining 650 professional nurses in Turkish hospitals. This research shows that Employee Performance does not influence employee Turnover Intention in the company. If the employee's Employee Performance is high it will reduce Turnover Intention in accordance with the negative influence produced by the estimated value. Employees at renewable energy in Jakarta feel that if they are performing well at work, the employee will have less intention to change jobs or look for a new job. It is important for management to manage employee performance well by providing positive feedback that can improve employee performance. By doing this, organizations can reduce turnover intentions and increase employee retention.

6 CONCLUSION

The results of the research were carried out using the six (6) variables studied. From the research results it was found that Workplace Incivility had no influence on Organizational Identification, however different results were found in research on Perceived Supervisor Support and Job Satisfaction having an influence on Organizational Identification. Furthermore, the research results found that Organizational Identification had an effect on Employee Performance and Turnover Intention, while Employee Performance had no effect on Turnover Intention.

Management of human resources at renewable energy companies in Jakarta needs to implement a system that can increase Perceived Supervisor Support and Job Satisfaction. This is because it affects Organizational Identification where the condition of Organizational Identification can influence the level of employee Turnover Intention. Companies need to maintain that employees are not treated harshly and respect the opinions of fellow employees. Apart from that, company can get used to the culture that superiors need to pay more attention to employee performance. Companies can also improve a work culture that makes employees feel satisfied with their work. By improving this, employees will be more confident in their identity in the company which will increase Organizational Identification. High Organizational Identification will increase Employee Performance and also reduce employee Turnover Intention.

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