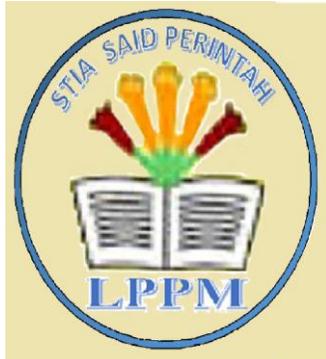

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Incivility at Work and its Impact on Intentions to Leave; Exploring the Mediating Role of Job Engagement

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Abstract

This study aims to determine the mediating role of job engagement in the relationship between workplace incivility and turnover intention among nurses working at the Gatot Subroto Jakarta Army Central Hospital. The research sample consisted of 220 out of 606 nurses selected using a Slovin formula with a 5% margin of error. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of SmartPLS 3.0 software. The results of this study indicate that 1) workplace incivility has a positive and significant effect on turnover intention; 2) workplace incivility has a negative and significant effect on job engagement; 3) job engagement has a negative and significant effect on turnover intention; and 4) job engagement mediates the relationship between workplace incivility and turnover intention.

Keywords ; Workplace Incivility, Turnover Intention, Job Engagement, Nurses

Introduction

In the workplace environment, incivility is regarded as one of the prevalent issues that can hurt employees, particularly nurses (Andersson and Pearson, 1999). Nurses are essential elements within the healthcare system, and competent and dedicated nurses are crucial. However, workplace incivility can disrupt nurses' psychological well-being and work engagement, leading to increased turnover intentions (Namin et al., 2021; Reio and Trudel, 2013). The phenomenon of nurse turnover in Indonesia from 2014 to 2020 shows a relatively high percentage. The data on nurse turnover rates in several hospitals in Indonesia taken from various sources is in the table below.

Percentage of Nurse Turnover Rates in Several Hospitals in Indonesia from 2014 to 2020

No.	Hospital Names	City	Years						
			2014-2015	2015-2016	2016-2017	2018	2019	2020	2021
1.	RS. Harapan Bunda	Batam	-	-	-	-	14%	-	-
2.	3 RS Swasta Tipe C	Denpasar	10,58%	11,29%	19,90%	19,9%	-	-	-
3.	RS. Swasta X	Bogor	24,3%	-	-	-	-	-	-
4.	RS. Swasta X	Surabaya	13,67%	13,69%	16,91%	-	-	-	-
5.	RS. MRM Tipe B	Jakarta	-	-	10,8 %	10,8%	12,5%	-	5,8%
6.	RS. X	Surabaya	-	-	7%	8%	14%	-	-
7.	RS. Awal Bros	Batam	-	-	-	5,8%	8,86%	-	9,45%
8.	RSU. Banyumas		-	25,9%	22%	13%	-	-	-
9.	RS. Grestelina	Makasar	-	-	-	10,6%	9,52%	-	11,1%
10.	RSIA Brwaijaya	Malang	-	-	-	17,4%	20,80%	21,9%	-

Data Source: Primary data processed from various sources (2024)

Based on the data in the table above, the average percentage of nurse turnover rates in several hospitals in Indonesia from 2014 to 2021 tends to increase each year. In line with the phenomenon in Indonesia, previous research on global incivility shows that this phenomenon needs to be addressed in contemporary organizations. Pearson and Porath (2010) needed 96-99% of their survey responses to address workplace incivility that was left unaddressed and improperly handled. Cortina et al. (2001) found that 71% of survey respondents reported experiencing uncivil behavior in the past five years. Other studies indicate that 71% of court employees, 75% of university staff, 79% of law enforcement personnel, and 85% of nurses have experienced workplace incivility (Cortina & Magley, 2009; Lewis & Malecha, 2011). Previous research has indicated that workplace

incivility can decrease employee work engagement (Wang and Chen, 2020). Additionally, studies have also shown that job fatigue can decrease work engagement, which refers to the extent to which employees feel committed to their work and the organization they work for (Wang and Chen, 2020).

Work engagement plays a significant role in influencing employee turnover intentions. Employees who feel engaged with their work and organization tend to have lower turnover intentions (Patandung et al., 2022). Therefore, it is essential to understand the mediating role of work engagement, as discussed by Nurtjahjani et al., (2022), in the relationship between workplace incivility and nurses' turnover intentions. *Job engagement* is a psychological condition that makes individuals feel enthusiastic, passionate, and caring about their work. Individuals with high job engagement tend to be more committed to the organization and less likely to leave their jobs (Tricahyadinata et al., 2020). When someone experiences incivility, they tend to feel less committed to their job and organization due to their negative experiences. Individuals who feel committed to their job and organization are more likely to stay despite experiencing pressure or discomfort in the workplace (Agarwal et al., 2023).

The job engagement theory posits that work engagement results from the interaction between individuals and the work environment (Schaufeli et al., 2002). Workplace incivility can disrupt this interaction, reducing work engagement and increasing turnover intentions. Previous studies have found that workplace incivility positively relates to nurse job fatigue (Hendryadi and Zannati, 2018). Additionally, Sari, (2023) findings suggest that job fatigue negatively affects work engagement. These findings indicate that job fatigue can mediate the relationship between workplace incivility and nurse work engagement.

This research is urgently needed as it can better understand the impact of workplace incivility on nurses' well-being and work engagement. With a better understanding, hospitals can implement strategies to reduce workplace incivility, enhance nurse well-being, and decrease turnover intentions. Furthermore, this research can also serve as input for better human resource management policies and practices in hospitals and the healthcare sector. Several studies have found that incivility has a positive influence on nurses' turnover intention, including Cortina et al., (2001); Pearson, (2010); Reio and

Trudel, (2013); Fountain, (2016); Faheem and Mahmud, (2015) and Liu et al., (2019). Unlike those studies, incivility negatively influences turnover intention, including Siddiqi, (2013) and Yeung and Griffin, (2008).

The novelty in this research lies in developing a conceptual model using job engagement as a mediating variable. This approach is an advancement from previous studies aimed at providing a more comprehensive explanation of the negative impact of workplace incivility on the high turnover intention of nurses in hospitals in Indonesia. By integrating job engagement as a mediator, this research is expected to provide a deeper understanding of the relationship mechanisms between workplace incivility and nurses' turnover intention and significantly contribute to the context of human resource management in hospitals.

Theoretical Framework and Development of Research Hypotheses

Workplace Incivility

Workplace incivility refers to the intensity of deviant behaviors with ambiguous intentions to harm the target and violate existing norms (Cortina and Magley, 2009; Spence Laschinger et al., 2009), which can be carried out through verbal and nonverbal actions. Furthermore, Spence Laschinger et al., (2009) state that workplace incivility originates from three factors: supervisors, co-workers, and patients.

Job Engagement

The Gallup research group first proposed job engagement. Job engagement is the level at which employees feel satisfied with their work, valued, and experience collaboration and trust, which can predict increased employee performance, profitability, retention, customer satisfaction, and organizational success (Schaufeli and Bakker, 2003).

Turnover Intentions

The concept of turnover intentions involves an employee leaving an organization and needing to be replaced by another employee (Robbins and Judge, 2013). Meanwhile, Avey et al., (2009) define turnover as the permanent cessation of employment from a company, whether initiated voluntarily by the employee or by the company.

Development of Research Hypotheses

Direct Influence of Workplace Incivility on Turnover Intentions

Workplace incivility is often experienced by nurses (Armstrong, 2018). This incivility impacts the high turnover intentions of nurses from the hospitals where they work (Kanitha and Naik, 2021; Kavaklı and Yildirim, 2022; Lee et al., 2022; Patandung et al., 2022; Rahim and Cosby, 2016). Based on previous studies, we can propose the first hypothesis (H_1) as follows;

H_1 ; Incivility has a positive influence on turnover intentions.

Direct Influence of Workplace Incivility on Job Engagement

Previous studies have found that incivility affects the job engagement demonstrated by nurses at work. A study by Tricahyadinata et al., (2020) found that incivility hurts job engagement. The same study was also conducted by Hosseinpour-Dalenjan et al., (2017); Wang and Chen, (2020). Based on this, we propose the second hypothesis (H_2) as follows;

H_2 ; Incivility has a negative influence on job engagement.

Direct Influence of Job Engagement on Turnover Intentions

Previous studies have found that job engagement has a negative influence on employees' intentions to leave the organization (Adil et al., 2020; Banan and Abdrbo, 2020; Reio Jr and Sanders-Reio, 2011; Setyadi et al., 2021; Tricahyadinata et al., 2020; Zhang et al., 2022). Based on this, we propose the third hypothesis (H_3) as follows;

H_3 ; Job engagement has a negative influence on turnover intentions.

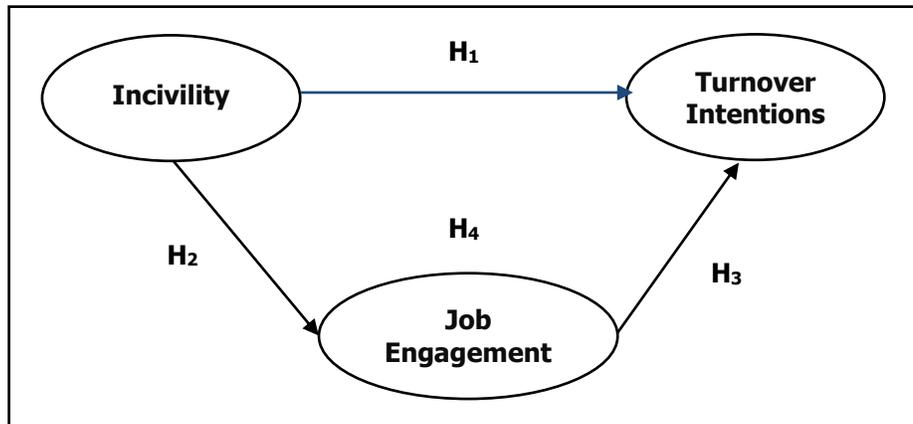
Indirect Influence of Job Engagement between Workplace Incivility and Turnover Intentions

Job engagement should be crucial in mitigating the negative impact of turnover intentions exhibited by individuals in the organization. Previous studies have found that job engagement can mediate the indirect relationship between workplace incivility and turnover intentions, for example (Adil et al., 2020; Banan and Abdrbo, 2020; Hosseinpour-Dalenjan et al., 2017; Nurtjahjani et al., 2022; Setyadi et al., 2021; Tricahyadinata et al., 2020). Based on this, we propose the fourth hypothesis (H_4) as follows;

H₄ ; Job engagement mediates the relationship between workplace incivility and turnover intentions.

We propose a conceptual framework model in the figure below based on the theoretical and empirical studies above in the figure below.

Conceptual Framework Model



Method

This research utilizes several data collection methods, including 1) questionnaires and literature studies (Sugiyono, 2019). The population in this study consists of all nurses working at RSPAD—Gatot Subroto Jakarta, amounting to 606 individuals. Six hundred six nurses in this study are contract nurses at RSPAD Gatot Subroto Jakarta. The sample was obtained using the Slovin Formula at a 5% level, resulting in 240 nurses. Two hundred four of these nurses are contract nurses. However, the questionnaire return rate was 92%, with 220 nurses returning the questionnaire. Thus, the total number of respondents is 220 nurses. The measurement instruments in this study include workplace incivility, referring to three (3) indicators: supervisor, co-worker, and patient (Cortina et al., 2001; Leiter et al., 2010). Schaufeli et al., (2002) state that job engagement includes rational, emotional, and motivational aspects. According to (Mobley et al., 1978), turnover intentions include thinking of quitting, searching for another job, and quitting the job. Measurement for each instrument of each variable in this study uses a 5-point Likert scale (Joshi et al., 2015) ranging from "strongly disagree = 1; disagree = 2; somewhat disagree

= 3; agree = 4; and strongly agree = 5". Path analysis is employed to solve the research model with the assistance of SmartPLS version 3.00.

Result and Discussions

Respondent Profile

The respondent profile is presented in the following table:

Respondent Profile			
No	Respondent Characteristics	Quantity	(%)
	Gender		
1.	Male	38	17
	Female	182	83
	Total	220	100
	Age		
2.	20	3	1
	21-30	175	79
	31-40	36	16
	41-50	4	2
	>51	2	1
	Total	220	100
	Education Level		
3.	SMA/Kejuruan	3	1
	Diploma	187	85
	S1	30	14
	Total	220	100
	Years of Employment		
4.	>5	157	71
	6-10	35	16
	11-15	22	10
	16-20	3	1
	>21	3	1
	Total	220	100

Source: Primary data, processed data, (2024)

Descriptive Analysis

Descriptive analysis represents respondents' responses to each research variable. These responses are in the form of the mean values for each variable. The mean for the

variable of incivility is 4.12 (high), job involvement is 4.33 (very high), and turnover intention is 4.16 (high).

SEM PLS Assumption Results

Instrument testing is based on the validity and reliability aspects outlined below: Measurement model reliability refers to the values of Cronbach's Alpha and Composite Reliability (Fornell and Larcker, 1981). Table 2 shows that the values of Cronbach's Alpha (α) and Composite Reliability (CR) are greater ($>$) than 0.70, following Field (2013), indicating that each variable examined in this study is considered sufficiently reliable.

Measurement Model

Variable	VIF	Loading	α	CR	AVE
Incivility					
KS1	2.33	0.81	0.69	0.82	0.618
KS2	4.60	0.91			
KS3	3.24	0.61			
Turnover Intentions					
NK1	1.43	0.85	0.82	0.89	0.73
NK2	1.58	0.83			
NK3	1.52	0.90			
Job Engagement					
KK1	2.13	0.95	0.95	0.96	0.900
EDC2	3.27	0.93			
EDC3	3.56	0.98			

Source; Primary data, processed data, (2024)

Based on the table above, the loading factor values and Average Variance Extracted (AVE) index indicate that convergent validity has values greater ($>$) than 0.70 or greater ($>$) than 0.50, as recommended by Chin (1998). Furthermore, the AVE values can be used to assess the discriminant validity, demonstrating that each variable has an AVE value more excellent ($>$) than 0.70.

Results of Direct and Indirect Effect Testing

The testing results were conducted using Bootstrap resampling with a t-test, where the t statistic $>$ t-table (1.657) at a significance level of 0.05, indicating the acceptance of the hypothesis testing and vice versa. The PLS analysis results are presented in the table below.

Results of Direct and Indirect Effect Testing

Relationship between Variable	Path Coefficient	t-Statistics	p-value	Note
Incivility → Turnover Intentions	0.394	5.489	0.000	Significant
Incivility → Job Engagement	-0.317	4.361	0.000	Significant
Job Engagement → Turnover Intentions	-0.260	3.540	0.000	Significant
Incivility → Job Engagement → Turnover Intentions	0.082	2.777	0.000	Significant

Source; Primary data, processed data, (2024)

Direct Effect of Incivility on Turnover Intention

The study findings indicate that incivility significantly and positively influences nurses' turnover intention. Thus, the first hypothesis (H_1) is accepted. This research identifies a significant relationship between workplace incivility and nurse turnover intention at the Gatot Subroto Central Army Hospital in Jakarta. The path coefficient of 0.390 demonstrates a positive influence between incivility and turnover intention, indicating that the higher the level of experienced incivility among nurses, the higher their intention to leave their jobs. This result aligns with job strain theory and needs fulfillment theory, which suggests that workplace incivility can create an unhealthy work environment, increase stress, reduce job satisfaction, and elevate turnover intention. Prior studies also support these findings by demonstrating that workplace incivility can negatively impact employees' psychological well-being and job satisfaction, ultimately increasing turnover intention. Thus, these findings underscore the importance of addressing workplace incivility in maintaining nurse retention in hospitals, with efforts to create a more harmonious and supportive work environment for nurses. This study's findings corroborate previous research conducted by Kanitha and Naik, (2021); Kavakli and Yildirim, (2022); Lee et al., (2022); Patandung et al., (2022); Rahim and Cosby, (2016).

Direct Effect of Incivility on Job Involvement

The study's findings indicate that incivility significantly negatively impacts nurses' job involvement, thus supporting the second hypothesis (H_2). The research reveals a significant relationship between workplace incivility and job involvement among nurses at the Jakarta Gatot Subroto Central Army Hospital. The path coefficient of -0.317 indicates a negative influence between incivility and job involvement, meaning that the higher the

level of experienced incivility among nurses, the lower their job involvement. This result aligns with job strain theory and needs fulfillment theory, suggesting that workplace incivility can increase stress and reduce job satisfaction, negatively impacting job involvement.

These findings also support previous research suggesting that workplace incivility can decrease employees' motivation and engagement in their work. Therefore, the management of the Gatot Subroto Central Army Hospital in Jakarta must address and manage workplace incivility to enhance nurses' job involvement. Creating a more pleasant, supportive, and appreciative work environment for nurses can increase their job involvement and improve the quality of healthcare services. The findings of this study are consistent with previous research conducted by Tricahyadinata et al., (2020), which found that incivility negatively affects job involvement. Similar analyses were also conducted by Hosseinpour-Dalengan et al., (2017); Wang and Chen, (2020).

Direct Effect of Job Involvement on Turnover Intention

The study's findings indicate that job involvement significantly negatively impacts nurses' turnover intention, thus supporting the third hypothesis (H₃). The research reveals a significant relationship between job involvement and turnover intention among nurses at the Gatot Subroto Central Army Hospital in Jakarta. The path coefficient of -0.260 indicates a negative influence between job involvement and turnover intention, meaning that higher levels of job involvement among nurses lead to lower turnover intention. This result aligns with the needs fulfillment theory and job strain theory, which suggest that high job involvement can increase job satisfaction and motivation, thus reducing the intention to leave.

These findings are consistent with prior research indicating that high job involvement can act as a protective factor against employees' turnover intention. Therefore, the management of the Gatot Subroto Central Army Hospital in Jakarta needs to consider factors enhancing nurses' job involvement, such as providing support, recognition, and appreciation for their contributions. Efforts to increase job involvement can help improve nurse retention, ultimately enhancing the quality of healthcare services provided by the hospital. The findings of this study are consistent with previous research

conducted by Adil et al., (2020); Banan and Abdrbo, (2020); Reio Jr and Sanders-Reio, (2011); Setyadi et al., (2021); Tricahyadinata et al., (2020); Zhang et al., (2022).

Indirect Effect of Job Involvement Between Incivility and Turnover Intention

The study's findings indicate that job involvement partially and significantly mediates the relationship between incivility and nurses' turnover intention, thus supporting the fourth hypothesis (H₄). This research reveals an indirect relationship between job involvement and turnover intention mediated by nurses' job involvement at the Gatot Subroto Central Army Hospital in Jakarta. The path coefficient of 0.082 indicates that job involvement positively influences nurses' job involvement, which, in turn, negatively affects turnover intention. Although the path coefficient is relatively small, the computed t-statistic value of 2.777 indicates that this influence is statistically significant, with a p-value of 0.000, less than 0.05. This result can be understood through mediation, where nurses' job involvement is a channel through which job involvement affects turnover intention.

These findings align with the job involvement theory and need fulfillment theory, which suggests that high job involvement can reduce turnover intention by increasing job satisfaction and employee motivation. Therefore, hospital management must focus on enhancing nurses' job involvement by providing appropriate training, recognition, and rewards to reduce turnover intention and maintain workforce stability. These findings are consistent with previous studies conducted by Adil et al., (2020); Banan and Abdrbo, (2020); Hosseinpour-Dalenjan et al., (2017); Nurtjahjani et al., (2022); Setyadi et al., (2021); Tricahyadinata et al., (2020).

Conclusion

The conclusions drawn from this study are as follows: First, incivility has a direct positive effect on nurses' turnover intention at RSPAD Gatot Subrot Jakarta due to several factors, including: 1) Workplace incivility can elicit adverse emotional reactions such as anger, stress, or disappointment in nurses. This can lead to a desire to leave the situation or environment that causes these negative emotions, such as leaving their job at the hospital.; 2) Workplace incivility can also influence nurses' perceptions of the organization and their environment. If they feel that the work environment is unpleasant or

unsupportive, they may be more inclined to seek employment elsewhere that is perceived as better; 3) Workplace incivility can damage relationships between nurses and their colleagues. This can reduce feelings of attachment and social support in the workplace, which can then increase the desire to leave; 4) Workplace incivility can also impact the overall well-being of nurses at work. If they feel uncomfortable or unappreciated, they may seek employment that offers a more positive work environment.

Second, Incivility has a direct negative effect on nurses' job involvement at RSPAD Gatot Subrot Jakarta due to several factors, including: 1) Workplace incivility can disrupt the focus and concentration of nurses in carrying out their duties. This can reduce work engagement as nurses find it more challenging to engage in their work fully; 2) Experiencing incivility can decrease nurses' motivation to perform well. They may feel less motivated to give their best when they feel unappreciated or treated disrespectfully; 3) Workplace incivility can increase the level of stress and discomfort for nurses. This can reduce work engagement as nurses feel uncomfortable or unsafe in their work environment; 4) Experiencing incivility can reduce nurses' attachment to the organization. They may feel less committed to the hospital and more inclined to seek employment elsewhere that is perceived as more enjoyable.

Third, job involvement directly negatively affects nurses' turnover intention at RSPAD Gatot Subrot Jakarta due to several factors, including: 1) Low work engagement can make nurses feel dissatisfied with their jobs; 2) Low work engagement can also be caused by dissatisfaction with the work environment, and 3) Nurses who feel incompatible with the values or culture of their organization also tend to have low work engagement.

Fourth, Job involvement indirectly mediates the relationship between incivility and nurses' turnover intention at RSPAD Gatot Subrot Jakarta due to several factors, including: 1) Workplace incivility can lead to various negative psychological impacts such as decreased motivation, disappointment, or stress, 2) Workplace incivility can also damage the relationships among nurses and with other colleagues, and 3) The experience of workplace incivility can also influence nurses' perceptions of the organization as a whole.

Recommendation

Recommendations that need to be considered include: first, improve the work environment: management at RSPAD Gatot Subroto Jakarta should focus on enhancing

the work environment to be more enjoyable and supportive. This can be achieved by fostering better communication among colleagues, providing social support, and implementing policies that recognize the contributions of nurses. Second, prioritize psychological well-being: the psychological well-being of nurses should be a primary concern. Management can provide mental health programs, stress management training, and counseling services to help address workplace incivility. Third, expand Job engagement: Management should develop programs to increase nurses' job engagement, such as career training and development, enhanced participation in decision-making, and greater responsibilities. Fourth, evaluate management policies and practices: Regular evaluation of existing management policies and practices is essential to ensure they do not contribute to workplace incivility or diminish nurses' job engagement.

Implications and Limitations of the Study

Theoretically, this study's findings have implications and contribute to the literature by demonstrating the relationship between workplace incivility, job involvement, and nurses' turnover intention. These findings reinforce theories such as job stress, needs fulfillment, and job involvement within the context of nurses in hospitals.

Practically, hospital management needs to pay attention to factors influencing workplace incivility, job involvement, and nurses' turnover intention to improve retention and service quality. Training programs, social support, and improvements in the work environment can help enhance job involvement and reduce turnover intention.

This study's limitations include using a cross-sectional design, which prevents establishing direct cause-and-effect relationships between variables. The study was conducted only in one hospital, so the findings must be generalized cautiously. Future studies could employ longitudinal designs to identify direct cause-and-effect relationships between variables. Further research could involve other hospitals to expand the generalizability of the findings. Additionally, future studies could consider other factors influencing job involvement and nurses' turnover intention, such as job satisfaction and motivation.

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