

The Effect of Workplace Incivility On The Performance of Manufacturing Industry Employees: The Moderating Effects Of Collectivism Culture and Passive Leadership

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ABSTRACT: The purpose of this study is to find out the effect of workplace incivility on the performance of manufacturing industry employees: the moderating effects of collectivism culture and passive leadership. The manufacturing industry in Indonesia is an important sector in the national economy. However, this industry is also faced with various challenges, one of which is incivility in the workplace. This discussion aims to observe the impact of Workplace Incivility at the achievement of manufacturing industry employees in Indonesia with the moderating variables of collectivism culture and passive leadership. This research applies quantitative discussion techniques. Data was collected with surveys implementing questionnaires and literacy research. Data that was obtained is then carried out using observations a regression test with SPSS program. The findings of the discussion show that Workplace Incivility has a negative influence on the performance of manufacturing industry employees in Indonesia. In addition, a culture of collectivism and passive leadership moderates the relationship among Workplace Incivility and employee performance.

Keywords: workplace incivility, performance, employee, manufacturing industry, collectivism culture, passive leadership

INTRODUCTION

The manufacturing industry in Indonesia plays a vital role in national economic growth. The significant participation in manufacturing aspects Indonesia's GDP in 2023 is reflected in the Bank Indonesia (BI) Manufacturing Prompt Index (PMI) for the fourth quarter of 2023, which reached 51.20 percent, indicating that this sector is still in expansion zone. This data is in line with a report from S&P Global which shows that the manufacturing sector has

entered an expansion level above 50 for 30 consecutive months. This achievement places Indonesia together with India as the only two countries to achieve this achievement (Ika, 2024).

However, in a dynamic and competitive work environment, challenges related to negative work behavior, such as Workplace Incivility, are becoming increasingly important issues to pay attention to. Workplace incivility may be defined as a minimal intensity action that, even though it

there is no clear desire to cause losses, continues to violate social norms also causes feelings of discomfort in the employee who is the target (Hendryadi & Zannati, 2018).

Workplace Incivility may have a serious influence on workforce performance as well as overall organizational productivity. Employee achievement is the achievement of employee work assessed through the quality and total sectors in accordance with standards that have been set based on the responsibilities given (Wijaya, 2018). When employees experience Workplace Incivility, their motivation and enthusiasm for work can decrease, which ultimately has a negative effect on their performance. This phenomenon requires special attention in the manufacturing industry in Indonesia, where productivity and efficiency are very important to maintain competitiveness in the global market.

In addition, collectivist cultural factors which emphasize group interests above individual interests, as well as passive leadership which is characterized by indecisiveness in decision making and handling problems, can moderate the influence of Workplace Incivility at worker performance. A culture of collectivism can act as a buffer, reducing the negative impact of Workplace Incivility by strengthening solidarity and support between employees. On the other hand, passive leadership can worsen the impact of Workplace Incivility by not providing solutions or actions needed to overcome negative behavior.

Collectivism emphasizes the importance of group goals above individual goals, as well as placing group

obligations above individual rights and group needs above individual desires. The cultural value of collectivism prioritizes group interests above personal interests (Zakiya & Hariyadi, 2022). Meanwhile, leaders who do not firmly follow a motive of inaction demonstrated by individuals in positions of strength. For example, from a passive leader behavior includes staying away from decision making, trivializing the problem in the workplace, also not providing reinforcement for aligned behavior on organization (Ulandari & Anis, 2016).

Similar research by (Putri & Syarifah, 2022) shows workplace incivility with work engagement of 0.000 below 0.05, which means that incivility has an influence on work engagement and supervisor support as a moderator variable of 0.532, which means it cannot moderate the impact of workplace incivility on work engagement. Other research by (Syahrani & Syarifah, 2022) shows that it found a significant influence of workplace incivility on burnout ($p < 0.05$). Furthermore, it was also found that collectivism as a moderator variable did not moderate the effect of workplace incivility on burnout ($p = 0.257$; $p = 0.218$).

Another research by (Gustiawan et al., 2023) shows that incivility in the work environment had a negative relation to work engagement and a positive relation to employee silence behavior. Engagement at work shows a positive relationship with employee silence and acts as a mediator in the relation among workplace incivility and worker silence. Additionally, power distance has a direct relation with worker silence and also serves as a moderator in the relation among workplace incivility and worker

silence, Thus, relation among workplace irreverence also worker silincen is preponderant between worker who perceive preponderant distace of authority.

The novelty at this research comes from the research object, namely the impact of Workplace Incivility at the quality of manufacturing industry worker at Indonesia with the moderating variables of collectivism culture and passive leadership which have never been studied simultaneously before. The acquisition at this research open opportunities for deeper research regarding the mechanisms by which a culture of collectivism and passive leadership moderates the impact of Workplace Incivility. Further research could explore the interactions between these variables across different industry sectors and cultural contexts. This study obtain to analyzing impact Workplace Incivility at the quality of manufacturing industry employees in Indonesia with the moderating variables of collectivism culture and passive leadership.

RESEARCH METHODOLOGY

This research using quantitative studies technique. Quantitative studies technique entail study strategies focused at objectively measurement also statistical

observations, calculations, and numbers of data acquired by surveys, questionnaire, tests, or manipulate the statistical data found using computational methods. The primary objective of quantitative research is to formulate also utilize mathematical models, draft, also/or hypotheses concerning the phenomenon under investigation (Bloomfield & Fisher, 2019). Data was collected through a survey using a questionnaire distributed via Google Form and literature studies obtained from Google Scholar. The populations of this research is whole worker at manufacturing industry at Indonesia. This study sample was obtained using a random sampling method. Thus, as many as 200 manufacturing industry employees in Indonesia were involved in this research. The data obtained was observed using a regression test with the SPSS application. According to the information above, the hypothesis is: obtained:

H1: Workplace Incivility have a negative influence on the employee performance of manufacturing industry employees in Indonesia

H2: Collectivism culture moderates the relation among Workplace Incivility also employee performance

H3: Passive leadership moderates the relation among Workplace Incivility also employee performance.

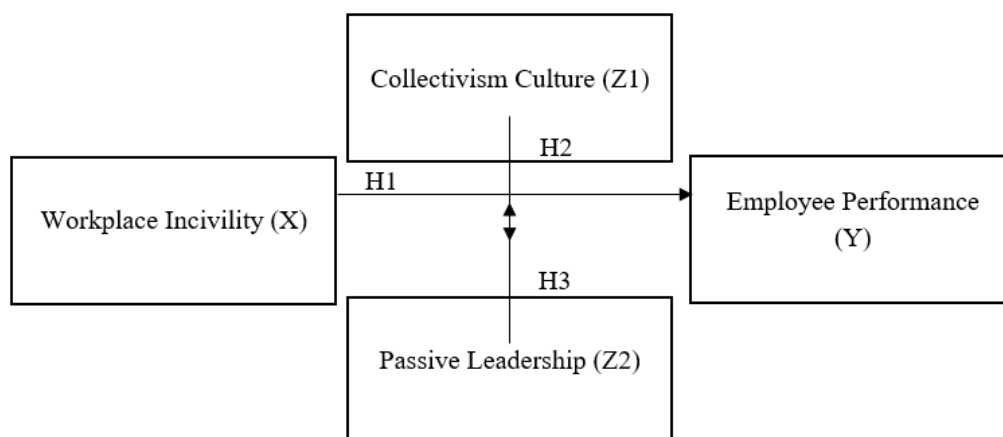


Figure 1. Research Framework

RESULT AND DISCUSSION

Validity test

Reliability test provides a step to measure how far a measuring device is

produces consistent and stable results when used repeatedly under the same conditions.

Table 1. Validity Test

		Correlations				
		WI	EP	CC	PL	TOTAL
WI	Pearson Correlation	1	.536**	.267	.401*	.799**
	Sig. (2-tailed)		.002	.153	.028	<.001
	N	30	30	30	30	30
EP	Pearson Correlation	.536**	1	.387*	.461*	.847**
	Sig. (2-tailed)	.002		.035	.010	<.001
	N	30	30	30	30	30
CC	Pearson Correlation	.267	.387*	1	.339	.581**
	Sig. (2-tailed)	.153	.035		.067	<.001
	N	30	30	30	30	30
PL	Pearson Correlation	.401*	.461*	.339	1	.707**
	Sig. (2-tailed)	.028	.010	.067		<.001
	N	30	30	30	30	30
TOTAL	Pearson Correlation	.799**	.847**	.581**	.707**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	30	30	30	30	30

In table 1, it was found that each measurement device had an excess number of Pearson relationships r Table = 0.361 (N=30), also whole significancely values (2-tailed) correlations for whole items is .000, lower than significancely limit 0.05. These results indicate that whole statements in the question list has a solid legality, so that the

questionnaires as a whole deemed adequate to apply to research.

Reliability Test

Reliability testing is a step to measure the extent of a measuring device produces consistent and stable results when used repeatedly under the same conditions.

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.716	4

The reliability test acquisition on table 2 show that the Cronbach Alpha value reached 0.760, thats exceeds the minimum limit of 0.600. Convey that the questionnaire contains a good amount of continuity and can be used in future discussions.

Multiple Regression Test

Multiple Regression Test is a statistically analyzing method using for understand the relation among one dependent variable and two or more than two independent variables. The purpose of multiple regression includes model and analyze the linear relation among variables.

Table 3. Multiple Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.884	4.578		.630	.534
	WI	.550	.164	.536	3.359	.002

By table 3, the regression the formula can be explained below:

$$Y = \alpha + \beta X + \beta Z + e$$

$$Y = (2.884) + 0,550X + e$$

From the linear regression equation above, it can be explained as follows:

1. The constant number (a) in the following discussion is found to be 2.884, which is a positive value. The finding of a positive number proves that there is a single objective correlation between the independent variable (x) and the dependent variable. So, if no changes are found completely in the independently variables, namely Workplace Incivility (X) and the employee performance variable (Y), that the meaning is the

result 0%, then employee performance settled on 2,884.

2. The regression coefficiently to the Workplace Incivility (X) variable are 2.884. This form shows a relation among Workplace Incivility (X) and employee performance (Y). It means when an increase of 1% is found at Workplace Incivility (X) variable, there is an increase in number 0.550 in employee performance, assuming other variables remain constant.

Mediation Test

Mediation Exam is statistically observations applied when examining systems or steps through which an independents variable affects the dependents variable one or more mediator variables.

Table 4. Mediation Test

Model Summary				
Model	Coeff	se	t	p
constant	3.1493	2.2257	1.7255	.0111
Z1	.1478	.0905	1.5570	.0341
Z2	.3220	.0578	3.2520	.0002

By acquisition table 4, the mediation test value obtained is $p < 0.05$ so it can be concluded that collectivism culture and passive leadership mediate impacts the workplace at worker performance.

Discussion

Workplace Incivility has an influence on the performance of manufacturing industry employees

Workplace Incivility have a significantly impact on worker performance at the manufacturing industry in Indonesia. Incivility or disrespectful behavior that occurs in the work environment, such as insults, ridicule, or degrading behavior, can disrupt employee concentration and motivation. As a result, employees feel underappreciated and stressed, which negatively impacts their productivity and efficiency. In addition, Workplace Incivility can cause job dissatisfaction, increased levels of absenteeism, and employee turnover. In the long term, a workplace is not good can reduce the quality output and hinder the achievement of organizational goals. Therefore, it is important for management in the manufacturing industry to create a positive and respectful work culture to minimize incivility and improve employee performance.

Previous research by (Putri & Syarifah, 2022) found that work environment incivility have a significant influence at work participation, as evidenced by a p value of 0.000 ($p < 0.05$) indicating that an increasing at the level of workplace incivility is correlated by a decreasing at the level of

employee work engagement. In work environments where incivility occurs, employees tend to experience decreased motivation, involvement, and commitment to their work, which ultimately reduces the level of work engagement. However, when considering supervisor support as a moderator variable, the acquisition showing that's supervisor motivation does not significant moderate the influence of workplace incivility at work engagement, with a p value of 0.532 ($p > 0.05$) have mean although support from superiors is important in various aspects of work, In this context, such support is not strong enough to reduce or influence the negatively influence that work environment incivility has at employee engagement.

Another study by (Jiang et al., 2019) found that work environment incivility have a negatively influence in the quality of function and the quality of innovation. These results indicate that incivility in the workplace can hinder employees from achieving optimal performance in their routine tasks as well as in creating innovative solutions. In addition, this study found that the negatively impact work environment incivility at job quality can be dampened which has the desired representation risk. That is, perceptions of how incivility behavior will affect one's self-image may moderate its negative impact on performance in a particular role. Then, the negative impact of impoliteness at work locations on the quality of innovation is limited to profits as well as the desired reputational loss. This suggests that the impact of incivility on

innovative performance is more related to how employees perceive and manage risks related to their self-image in the context of innovation. Through a managerial perspectives, these acquisition suggest that managers need to take steps to establish informal norms about desired behavior in the workplace. This can involve promoting a work culture that values mutual respect and effective communication, as well as emphasizing the importance of polite behavior and respect for diversity. In addition, managers are also expected to encourage employees for adopting future point of view, which includes a focus on solutions, collaboration, and innovation.

Collectivism culture moderates the relationship between Workplace Incivility and employee performance

Collectivism culture moderates the relation among Workplace Incivility also worker performance by reducing the negatively influence incivility at individual quality. At collectivist cultures, group interests take precedence over individual interests, and group members tend to support each other. When Workplace Incivility occurs in an environment that emphasizes collectivism, employees may be better able to cope with the stress and negative impacts of incivility because of strong social support from their coworkers and groups. This support can help them maintain higher levels of motivation and productivity even in the face of incivility. Additionally, in collectivist cultures, there is a tendency to maintain harmony and avoid conflict, which can reduce the frequency and intensity of incivility in the workplace. Thus, a culture of collectivism acts as a buffer that mitigates the negative impact Workplace Incivility on

employee performance, helping to create a more positive and productive work environment.

Previous research by (Syahrani & Syarifah, 2022) revealed that's found significantly influence of work environment incivility at burnout, with a significancelly value (p) of lower than 0.05. That's meaning the presence of incivility in the workplace has a real impact on employee burnout levels. Furthermore, this research also found that the collectivism factor, which is a moderator variable, does not have the ability to moderate the impact work environment incivility at burnout levels. The significance value (p) of the influence of collectivism being a moderator variable on at relation among work environment incivility also burnout shows an insignificant value, namely $p=0.257$ and $p=0.218$. This shows that the collectivism factor does not have a significant impact in changing the relation among work environment also worker burnout levels.

The results of research (Indonesia & Indonesia, 2021) conclude that hedonic motivation has a positive impact on a person's intention to wear kebaya in non-ceremonial cultural events, as does utilitarian motivation. However, the nature of collectivism does not influence or moderate the influence of hedonic motivation on individual intentions to wear kebaya in non-ceremonial cultural events. This means that people wear kebaya in this context not because of encouragement from their friends or because they just go with the flow, but because of their own desires and personal satisfaction. They wear kebaya because they want to have fun and fulfill their own desires. Furthermore, the nature of collectivism

also does not moderate the influence of utilitarian motivation on individuals' intentions to wear kebaya in non-ceremonial cultural events. This shows that people choose to wear kebaya in this context because they see the benefits, such as the convenience of daily use, not because of the influence of collectivism in them.

Passive leadership moderates the relationship between Workplace Incivility and employee performance

Passive leadership moderates the relationship between Workplace Incivility and employee performance by strengthening the negative impact of incivility on individual performance. Passive leadership, characterized by indecisiveness, decision avoidance, and ignoring workplace problems, tends to exacerbate the negative effects of incivility. When leaders do not promptly address disrespectful or problematic behavior, it can create an unsupportive and unsafe work environment for employees. In situations where passive leadership prevails, employees may feel that incivility behavior is tolerated and does not receive the attention it deserves, thereby increasing feelings of dissatisfaction and stress. The lack of decisive action from leaders can send a signal that disrespectful behavior is acceptable, which in turn can increase the frequency and intensity of incivility in the workplace. As a result, employees working under passive leadership may experience decreased motivation and productivity, as they feel underappreciated and unprotected from negative behavior. This can result in a decrease in overall performance. Therefore, passive leadership not only fails to protect employees from incivility,

but also exacerbates its negative impact on employee performance, demonstrating the importance of active and responsive leadership in managing a healthy and productive work environment.

Research (Sugiono et al., 2023) shows that workplace incivility is positively related to employee silence, and in the future, employee silence is also positively related to customer incivility. Furthermore, both workplace incivility and employee silence are factors that lead to turnover. Similar research by (Ulandari & Anis, 2016) shows that the store environment and hedonic consumption tendencies have a positive impact on impulse buying. In addition, the store environment and hedonic consumption tendencies also contribute positively to positive emotions, which in turn also have a positive influence on impulse buying. These findings also indicate that the store environment and hedonic consumption tendencies significantly influence impulse buying through the creation of positive emotions. In addition, it was concluded that positive emotions have a full or perfect mediating influence on the relationship between store environment, hedonic consumption tendencies, and impulse buying.

CONCLUSION

The research results show that Workplace Incivility has a significant negative influence on employee performance in the manufacturing industry in Indonesia. When employees experience disrespectful behavior in the workplace, such as rude comments or disrespectful treatment, their motivation

and productivity tend to decrease, which in turn affects their overall performance. This underlines the importance of creating a work environment that is mutually respectful and supportive to maintain optimal employee performance. In addition, this study found that a culture of collectivism and passive leadership played a moderating role in the relationship between Workplace Incivility and employee performance. A collectivist culture, which emphasizes cooperation, solidarity, and group interests above individual interests, has been proven to weaken the negative impact of Workplace Incivility. In a collectivist environment, social support from coworkers and leaders tends to be higher, thereby reducing the detrimental effects of Workplace Incivility on employee performance. On the other hand, passive leadership, which is characterized by a lack of action and intervention from the leader in managing the team and handling problems, actually strengthens the negative impact of Workplace Incivility. Employees who work under passive leaders tend to feel less support and guidance, which makes them more vulnerable to the negative effects of incivility in the workplace.

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