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THE INFLUENCE OF WORKPLACE INCIVILITY, PERCEIVED SUPERVISOR SUPPORT, AND JOB SATISFACTION IN MEDIATING ORGANIZATIONAL IDENTIFICATION HAS AN INFLUENCE ON EMPLOYEE PERFORMANCE IN TEACHERS AT THE YOS SUDARSO KARAWANG SCHOOL

Chiquita Christella Chandra[1], Hetty Karunia Tunjungsari[2]
[1,2] Master of Management Study Program, Tarumanagara University, Indonesia
Email: chiquita.117222040@stu.untar.ac.id, hetty@fe.untar.ac.id

ABSTRACT

This research describes the results of the analysis which concludes that workplace incivility has a negative influence on organizational identification, while perceived supervisor support and job satisfaction show a positive influence, although not always significant. Apart from that, it was found that organizational identification has a positive and significant influence on employee performance. These findings support previous research which reports that the relationship between these variables is complex and can influence employee performance. Therefore, this research not only provides a better understanding of the factors that influence teacher performance at the Yos Sudarso Karawang school, but also highlights the importance of paying attention to organizational identification in an effort to improve individual performance in an organizational context. In addition, through clear identification of the problem, scope, problem formulation, objectives and benefits of research, this research also contributes to further understanding of important issues in education in Indonesia.

KEYWORDS *workplace incivility, perceived supervisor support, job satisfaction, organizational identification, employee performance.*

INTRODUCTION

Education is part of human resources that meets standards for the country's educational progress. Human resources clearly require a method for managing or management to ensure national education goals are achieved. As stated by (Aliyyah

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et al., 2017), one branch of management science is human resource management, which focuses on how human resources function in the operations of educational organizations.

Human resource management considers teaching staff as the main asset, and to obtain professional human resources requires effective HR management (Dorland, 2012; Guo et al., 2020). To achieve the goals and functions of education, it is important to talk about human resources, a very important component to stay alive and adapt to changing times (Bonaiuto et al., 2022). Workers or individuals who carry out work with full responsibility are known as human resources in an organization because human resources function as active elements, namely as system drivers, all facilities and others cannot function properly without them (Ariani, 2021).

The impact of human resource management defined as all managerial efforts to achieve influence on employees' abilities, motivation and opportunities to work on organizational results has been widely recognized (Chen & Lee, 2015). For example, the positive impact of HRM on outcomes such as increasing employee commitment and performance as well as reducing employee turnover has been proven by many studies. However, only recently has HRM been recognized as the key to improving good school performance (Vekeman et al., 2015). More specifically, by increasing teacher competence and commitment, HRM has the potential to improve teacher performance and, consequently, improving teacher performance results in higher student outcomes (see, for example, (DeArmond, 2013)).

There are several reasons why schools can benefit from HRM. First, since teachers play a major role in student achievement, the success of schools in fulfilling. Ever-increasing expectations regarding student achievement depend primarily on the competence and effort of their teachers (Rehman et al., 2019). HRM can be seen as a means to motivate teachers to do this. contribute to their school goals. Second, there is a continuing stream of new psychological insights about pedagogy and learning embedded in schools (OECD, 2014).

The Central Statistics Agency (BPS) noted that there are 3.37 million teachers in Indonesia in the 2022/2023 school year. This number increased by 2.70% compared to the previous school year which was 3.28 million people. Of this number, the largest number of teachers is at the elementary school (SD) level, reaching 1.61 million people. His position is followed by the number of teachers at the Junior High School (SMP) level, which is 708,675 million people. A total of 368,361 teachers will teach at the Kindergarten (TK) level in 2022/2023. Then, the number of teachers at the Senior High School (SMA) level was 347,977 people. Meanwhile, the lowest number of teachers is at the Vocational High School (SMK) level. The number was recorded at 337,271 people in 2022/2023. For the record, the data listed above only comes from the Ministry of Education, Culture, Research and Technology (Kemendikbud Ristek).

The Central Statistics Agency (BPS) noted that there are 44.19 million students in Indonesia in the 2022/2023 academic year. This number decreased by 1.56% compared to the previous year's period of 44.88 million people. Of that number, the largest number of students is at the elementary school (SD) level,

reaching 24.08 million people. However, the number decreased by 1.05% compared to 2021/2022 which was 24.33 million people. Then, the number of students at the Junior High School (SMP) level was 9.89 million people. The figure also decreased by 1.76% compared to the previous year which amounted to 10.06 million people. The number of students at the Senior High School (SMA) level in the country is 5.17 million people. This number increased by 1.44% compared to the previous period which was 5.06 million people. Meanwhile, the number of students at Vocational High School (SMK) level is 5.05 million people. The number decreased by 6.28% compared to 2021/2022 which was 5.39 million people.

This research describes the results of the analysis which concludes that workplace incivility has a negative influence on organizational identification, while perceived supervisor support and job satisfaction show a positive influence, although not always significant (Valle et al., 2020). Apart from that, it was found that organizational identification has a positive and significant influence on employee performance. These findings support previous research which reports that the relationship between these variables is complex and can influence employee performance. Therefore, this research not only provides a better understanding of the factors that influence teacher performance at the Yos Sudarso Karawang school, but also highlights the importance of paying attention to organizational identification in an effort to improve individual performance in an organizational context (Wun & Masman, 2020). In addition, through clear identification of the problem, scope, problem formulation, objectives and benefits of research, this research also contributes to further understanding of important issues in education in Indonesia.

RESEARCH METHOD

This research uses a causal research design to determine the cause-and-effect relationship between workplace incivility, perceived supervisor support, and job satisfaction with organizational identification as a mediator, as well as its influence on employee performance. Quantitative methods were used with Structural Equation Modeling (SEM) and Partial Least Square (PLS-SEM) analysis techniques during the period September 2023 to January 2024 (Sugiyono, 2018). Primary data was collected through a questionnaire distributed online to 97 teachers at the Yos Sudarso Karawang School (Sekaran & Bougie, 2016).

The sample was selected using a non-probability sampling technique, with simple random sampling as the sample selection method (Sugiyono, 2019, 2013). Variable measurement uses a six-point Likert scale (Sugiyono, 2017). The validity and reliability of the instrument are tested by referring to predetermined criteria (Ghozali, 2018). Data analysis was carried out using various techniques, including hypothesis testing, evaluation of the coefficient of determination, predictive relevance analysis, and goodness of fit index (Latan et al., 2017). It is hoped that the research findings will provide better insight into the factors that influence the performance of teachers at the Yos Sudarso Karawang School, as well as contribute to the understanding of education issues in Indonesia (Ghozali, 2014).

RESULT AND DISCUSSION

Outer Model Data Analysis Results

Research was carried out using help application SMART PLS 3. Results will explain results from outer model.

Validity Test Results

Malhotra (2010) test validity convergent (convergent validity) Can fulfilled when score AVE(average variance extracted) obtained from two instruments that carefully show the scoremore than 0.5 and the discriminant validity test can be fulfilled if the value cross-loading from indicator own mark more big from mark cross loading variable other.

Table 1. Results Analysis Outer Landings

Code	Employee Performance	Job Satisfaction	Organizational Identification	Perceived Supervisor Support	Workplace Incivility
EP1	0.820				
EP2	0.870				
EP3	0.842				
EP4	0.893				
EP5	0.778				
EP6	0.744				
EP7	0.876				
JS1		0.839			
JS2		0.890			
JS6		0.859			
JS7		0.879			
OID1			0.741		
OID2			0.847		
OID3			0.787		
OID5			0.748		
OID6			0.910		
OID7			0.888		
PSS1				0.911	
PSS2				0.901	
PSS3				0.915	
PSS4				0.862	
PSS5				0.834	
PSS6				0.878	
PSS7				0.862	
WPI1					0.763
WPI10					0.745

WPI11	0.798
WPI12	0.833
WPI2	0.732
WPI3	0.830
WPI4	0.705
WPI5	0.804
WPI6	0.832
WPI7	0.796
WPI8	0.831
WPI9	0.832

Source: Results Processing Data SmartPLS (PLS algorithm)

Based on the table above, all indicators have a loading factor above 0.7, which means all indicators are reliable and meet the convergent validity criteria because all indicators have a value of more than 0.7 (Ie et al., 2021).

Table 2. Results Analysis Average Variance Extracted (AVE)

Variable	AVE
Employee Performance	0.694
Workplace Incivility	0.628
Perceived Supervisor Support	0.776
Job Satisfaction	0.752
Organizational Identification	0.667

Source: Results Processing Data *SmartPLS (PLS algorithm)*

Based on the table above, it shows that there are no values below 0.5. This matter tell that all variable on study This Already Can said valid.

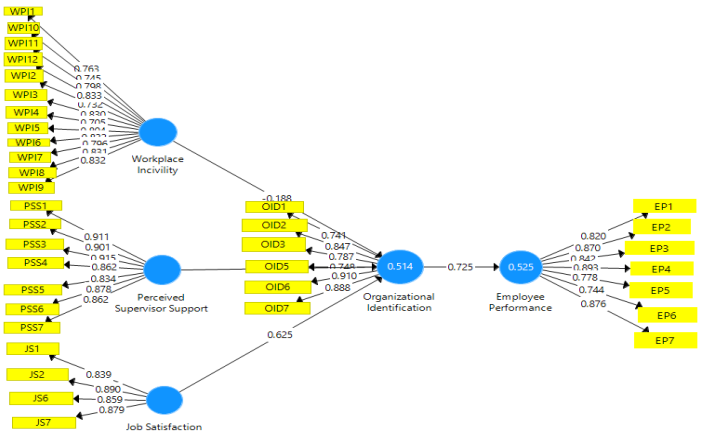

Figure 1. ***Outer Loading Algorithm Path***

Test validity discriminant *(discriminant validity)* can fulfilled if mark *cross-loading* of each indicator has a value that is greater than the *cross loading value* of the variable other (Hodgins et al., 2014). Table 3. proves that results *cross loading* valid.

Table 3. Results of *Cross Loading Analysis*

Code	Employee Performance	Job Satisfaction	Organizational Identification	Perceived Supervisor Support	Workplace Incivility
EP1	0.820	0.598	0.573	0.570	-0.510
EP2	0.870	0.589	0.645	0.566	-0.463
EP3	0.842	0.555	0.609	0.572	-0.461
EP4	0.893	0.711	0.704	0.631	-0.530
EP5	0.778	0.616	0.476	0.524	-0.239
EP6	0.744	0.590	0.432	0.516	-0.204
EP7	0.876	0.692	0.706	0.572	-0.430
JS1	0.603	0.839	0.519	0.664	-0.339
JS2	0.725	0.890	0.653	0.776	-0.420
JS6	0.581	0.859	0.583	0.553	-0.210
JS7	0.668	0.879	0.643	0.684	-0.337
OID1	0.503	0.543	0.741	0.350	-0.274
OID2	0.555	0.535	0.847	0.480	-0.279
OID3	0.603	0.508	0.787	0.542	-0.423
OID5	0.625	0.541	0.748	0.356	-0.270
OID6	0.645	0.644	0.910	0.499	-0.375
OID7	0.631	0.647	0.888	0.527	-0.453
PSS1	0.602	0.701	0.505	0.911	-0.362
PSS2	0.642	0.680	0.521	0.901	-0.383
PSS3	0.576	0.661	0.526	0.915	-0.356
PSS4	0.535	0.662	0.491	0.862	-0.349
PSS5	0.554	0.664	0.483	0.834	-0.401
PSS6	0.596	0.649	0.424	0.878	-0.363
PSS7	0.673	0.756	0.496	0.862	-0.338
WPI1	-0.538	-0.482	-0.417	-0.374	0.763
WPI10	-0.289	-0.233	-0.224	-0.281	0.745
WPI11	-0.358	-0.220	-0.254	-0.294	0.798
WPI12	-0.288	-0.192	-0.236	-0.244	0.833
WPI2	-0.453	-0.420	-0.354	-0.317	0.732
WPI3	-0.361	-0.271	-0.381	-0.299	0.830
WPI4	-0.244	-0.158	-0.223	-0.161	0.705
WPI5	-0.405	-0.319	-0.387	-0.325	0.804
WPI6	-0.414	-0.383	-0.372	-0.372	0.832
WPI7	-0.345	-0.220	-0.292	-0.374	0.796
WPI8	-0.368	-0.223	-0.319	-0.342	0.831
WPI9	-0.531	-0.296	-0.407	-0.431	0.832

Source: Results Processing Data SmartPLS (PLS algorithm)

Table 4. Heterotrait – Monotrait (HTMT) Analysis Results

	Employee Performance	Job Satisfaction	Organizational Identification	Perceived Supervisor Support	Workplace Incivility
Employee Performance					
Job Satisfaction	0.818				
Organizational Identification	0.776	0.769			
Perceived Supervisor Support	0.722	0.838	0.601		
Workplace Incivility	0.498	0.388	0.435	0.423	

Source: Results Processing Data SmartPLS (PLS algorithm)

Table 5. Results of Fornell – Lacker Analysis

	Employee Performance	Job Satisfaction	Organizational Identification	Perceived Supervisor Support	Workplace Incivility
Employee Performance	0.833				
Job Satisfaction	0.746	0.867			
Organizational Identification	0.725	0.695	0.823		
Perceived Supervisor Support	0.678	0.774	0.561	0.881	
Workplace Incivility	-0.503	-0.379	-0.425	-0.414	0.793

Source: Results Processing Data SmartPLS (PLS algorithm)

Reliability Test Results

Construct reliability, namely composite reliability, must be greater than 0.7 research nature confirmatory And mark 0.6 – 0.7 accepted study nature exploratory (Jungert & Holm, 2022; Karanika-Murray & Michaelides, 2015).

Table 6. Results Analysis Cronbach's Alpha

Variable	Cronbach's Alpha
Employee Performance	0.927
Workplace Incivility	0.946
Perceived Supervisor Support	0.952
Job Satisfaction	0.890
Organizational Identification	0.903

Source: Results Processing Data SmartPLS (PLS algorithm)

Table 7. Results Analysis Composite Reliability

Variable	Composite Reliability
Employee Performance	0.941
Workplace Incivility	0.953
Perceived Supervisor Support	0.960
Job Satisfaction	0.924
Organizational Identification	0.926

Source: Results Processing Data SmartPLS (PLS algorithm)

Based on tables 6 and 7, Cronbach's Alpha and Composite Reliability values > 0.6, then you can said research instrument this is reliable.

Inner Model Data Analysis

Research was carried out using help application SMARTPLS 3. Results will explain results from inner model.

Coefficient of Determination (R^2)

According to Chin (1998), mark R square as big as 0.67 (strong), 0.33 (moderate) And 0.19 (weak).

Table 8. Results Coefficient Test of Determination (R^2)

Variable	R^2	Information
Employee Performance	0.525	Moderate
Organizational Identification	0.514	Moderate

Source: Results Processing Data SmartPLS (PLS algorithm)

The table above shows that this research obtained R^2 values of 0.525 and 0.514. Mark It also states that R^2 has a moderate influence . The $R^{2\ value}$ of 0.525 explains this that 52.5% of employee performance variables are influenced by workplace incivility, perceived supervisor support, job satisfaction, and the moderating variables. Whereas the rest Which as big as 47.5% is influenced by other variables (Kazmi & Javaid, 2022).

Predictive Relevance (Q^2)

Predictive relevance done to find out how good the value is observations are generated using a blindfolding procedure looking at the values Q^2 . Q value $^2 > 0$ is said to have value observation the good one, If mark $Q^2 < 0$ stated value observation No Good (Khan & Lakshmi, 2018).

Table 9. Results Predictive R elevance Test

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Employee Performance	679,000	440,043	0.352
Job Satisfaction	388,000	388,000	
Organizational Identification	582,000	385,520	0.338

Perceived Supervisor Support	679,000	679,000
Workplace Incivility	1164,000	1164,000

Source: Results Processing Data SmartPLS (PLS algorithm)

The table above shows that the Employee Performance result is 0.352, which has a strong influence because it has a value of more than 0.35.

Goodness of Fit (GoF)

GoF index is calculated from root square average value communality index And average R-square .

GoF index formula : $\sqrt{\overline{\text{AVE}} \times \overline{\text{R}^2}}$
Mark GoF own three group that is GoF low = 0.10, GoF currently = 0.25 And GoF tall =0.36 (Ghozali & Latan, 2015).

Table 10. Results Goodness of Fit Test

Variable	AVE
Employee Performance	0.694
Workplace Incivility	0.628
Perceived Supervisor Support	0.776
Job Satisfaction	0.752
Organizational Identification	0.667
Total	3,517
$\sum AVE$	0.703

Source: Results Processing Data SmartPLS (PLS algorithm)

AVE =$\sqrt{\overline{\text{AVE}} \times \overline{\text{R}^2}}$
= √ 0.703 x 0.525 ^{2}
= √ 0.703 x 0.275
= √ 0.193
= 0.44

From the calculation results above The Gof Index of the research variables is high because more than 0.36.

Path Coefficient

The significant relationship between exogenous and endogenous latent variables in this hypothesis is the t- value statistics And p-value. Level significant used in study This that is 5%. Mark t-statistics > 1.96 as well as p-value <0.05 is declared significant if alpha is 5%. This means the hypothesis is accepted.

Table 11. Results Test Path Coefficient

Variable	T Statistics	P Values	Information
Job Satisfaction ->	4,566	0,000	Accepted

Organizational Identification			
Organizational Identification -> Employee Performance	12,510	0,000	Accepted
Perceived Supervisor Support -> Organizational Identification	0.004	0.997	No Accepted
Workplace Incivility -> Organizational Identification	2,383	0.015	Accepted

Source: Results Processing Data SmartPLS (Bootstrapping)

The path coefficient test results from table 11 show several significant findings. First, the Job Satisfaction variable has a significant positive influence on Organizational Identification, with a p-value of 0.000 and T Statistics of 4.566. Second, the Organizational Identification variable also has a significant positive impact on Employee Performance, with a p-value of 0.000 and T Statistics of 12.510. Meanwhile, the Perceived Supervisor Support variable shows a positive but not significant influence on Organizational Identification, with a p-value of 0.997 and T Statistics of 0.004. Finally, the Workplace Incivility variable also has a significant positive influence on Organizational Identification, with a p-value of 0.015 and T Statistics of 2.383.

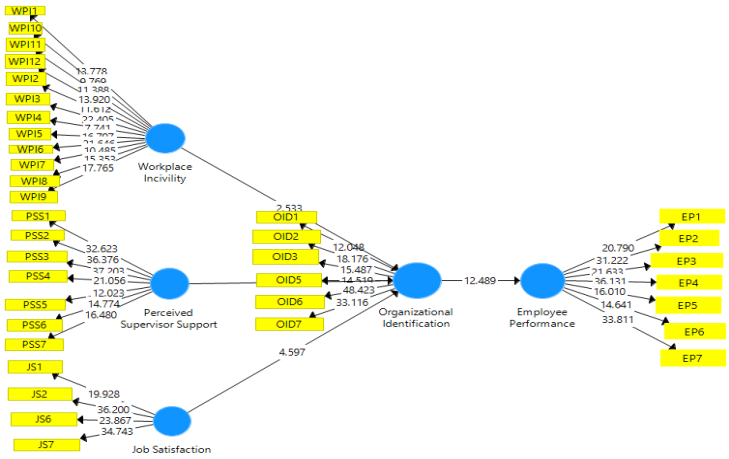

Figure 2. Results Bootstrapping

Effect Size (f^2)

F2 analysis used to measure the impact of a particular predictor construct on a variable dependent . If the value is 0.02 then it can be concluded that it has a small effect. If value as big as 0.15, so model stated own effect intermediate And If model own mark 0.35then the model is stated own that effect big (Ghozali & Latan, 2015).

Table 12. Results Effect Size Test

Variable	F value ^{2}	Information
Job Satisfaction -> Organizational Identification	0.318	Currently
Organizational Identification -> Employee Performance	1,106	Strong
Perceived Supervisor Support -> Organizational Identification	0,000	No give

		effect
Workplace Incivility -> Organizational Identification	0.060	Small

Source: Results Processing Data SmartPLS (PLS algorithm)

Based on table 12. can obtained results testing effect size (f^2) as following:

a. Variable Job Satisfaction own impact Which currently on mark f^2 variable Organizational Identification is 0.318.
b. Variable Organizational Identification own impact Which strong on mark f^2 variable Employee Performance is 1.106.
c. Variable Perceived Supervisor Support No give effect on mark f^2 variable Organizational Identification is 0.000.
d. Variable Workplace Incivility own impact Which small on mark f^2 variable Organizational Identification is 0.060.

Discussion

Research was conducted on the variables workplace incivility, perceived supervisor support, and job satisfaction, mediated by organizational identification on employee performance among teachers at Yos Sudarso Karawang. This is done to find out whether the variables in the research have an influence on each other. The respondents in this study were 97 teachers at Yos Sudarso Karawang. Research was obtained using SmartPLS software. Most of the respondents in this research were the teachers who filled out this questionnaire, 54 of whom were women or 55.7%. Of the 97 respondents in this study, the majority of teachers at Yos Sudarso had worked for >5 years, namely 68 people or 70.1%. Most of the respondents in this study were high school teachers, namely 28 people or 28.9%.

outer model testing consists of validity and reliability tests. Validity of a constructs that can be tested through convergent validity which can be known through AVE and loading factor for each variable, while discriminant validity is seen through cross loading And criteria Fornell larcker . With objective For test inner model on study This,so done process testing to analysis R^2, analysis Q^2, analysis path coefficient , analysiseffect of size (f^2), test GoF, and hypothesis testing.

Study show If workplace incivility influential positive And significant impact on organizational identification to Lecturer at Yos Sudarso Karawang. Based on results data previously known that the p-value 0.015 and T Statistics 2.383. This research is in line with that conducted by Fevre, Lewis, Robinson, and Jones (2012), workplace incivility and unreasonable treatment are preferable to bullying, which can cause higher levels of aggression and have a non-positive influence on organizational identification. Workplace incivility including rude, condescending, insulting and disrespectful attitudes, have a negative impact on individuals and organizations. This is antisocial behavior that is common in the work environment, and a large number of workers report that they have experienced this behavior.

Study show If perceived supervisor support positive effect but not significant towards organizational identification in teachers at Yos Sudarso Karawang. Based on results data previously known that the p-value 0.997 and T Statistics 0.004. This research is in line with that carried out by research results which were found to show that perceived supervisor support proven to have a positive and insignificant

effect on organizational identification , this result means that the lack of supervisor support greatly influences organizational identification, with a lack of support or sufficient attention from supervisors it will reduce the results of organizational identification (Kurniawan et al., 2020). The research results are not in line with perceived supervisor support and organizational identification defined as "the extent to which a subordinate feels that they are supported and respected by their superiors" the results of this research show a positive and significant influence. Perceived supervisor support refers to the degree to which employees in an organization feel that their supervisors value their contributions and prioritize their well-being.

Study show If job satisfaction influential positive And significant to organizational identification to teachers at Yos Sudarso Karawang. Based on results data previously known that mark p-value 0.000 and T Statistics 4,566. This research is in line with that conducted by Newman, Dana, and Hulin (2010) people express themselves in job performance and job satisfaction can have a positive and significant effect on organizational identification because employees will have a psychological bond with their organization (Dorland, 2012). Job satisfaction is an emotional attitude that is fun and loves his job. This attitude will be reflected by employees through work morale, discipline and employee work performance.

Study show If organizational identification has an effect positive And significant impact on employee performance of teachers at Yos Sudarso Karawang. Based on results data previously known that the p-value is 0.000 and the T Statistics is 12.510. This research is in line with that conducted by Kramer (1993), social identity theory is a strong theoretical basis for understanding organizational identification , which suggests that individuals describe themselves by using groups and increase their self-esteem by using their social status in the organization. Organizational identification can influence positive and significant with employee performance . Organizations can benefit from higher workforce engagement through increased citizenship behavior and higher levels of organizational support.

CONCLUSION

The conclusion from the analysis that has been carried out shows that Workplace Incivility, Job Satisfaction, and Organizational Identification positively and significantly influence Employee Performance among Teachers at the Yos Sudarso Karawang school, while Perceived Supervisor Support has a positive but not significant influence. However, there are limitations in this research related to the limited sample size and variables that only focus on Workplace Incivility, Perceived Supervisor Support, Job Satisfaction, and Organizational Identification. Therefore, it is recommended that future research expand the number of samples and variables studied, and involve several schools to obtain more accurate and significant results. Apart from that, teachers are expected to maintain good relationships with each other, respect each other, and share experiences in teaching. Meanwhile, for schools, it is recommended to organize activities outside of school hours to strengthen relationships between teachers and provide training so that each teacher can adapt to the work environment more effectively.

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