ANTECEDENTS AND CONSEQUENCES OF EXPERIENCED WORKPLACE INCIVILITY AMONG MILLENNIAL EMPLOYEES

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SULTAN IDRIS EDUCATION UNIVERSITY

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ANTESEDEN DAN AKIBAT KETIDAKSOPANAN YANG BERLAKU DI TEMPAT KERJA DALAM KALANGAN PEKERJA MILLENNIAL

ABSTRAK

Penyelidikan mengenai ketidaksopanan di tempat kerja kurang mendapat perhatian di Indonesia, terutama dalam mengenal pasti penyebab dan implikasi bagi ketidaksopanan di tempat kerja dalam kalangan pekerja millennial. Di masa hadapan, pekerja millenial akan mendominasi tenaga kerja di Indonesia. Justeru, kajian ini bertujuan untuk mengenal pasti penyebab dan implikasi bagi ketidaksopanan di tempat kerja yang dialami menggunakan Teori Peristiwa Afektif (AET), Teori Pemuliharaan Sumber (COR), Teori Kekuatan Sosial, dan Teori Pertukaran Sosial. Data dikumpulkan daripada pekerja di dua buah organisasi swasta (n = 230) menggunakan teknik pensampelan bertujuan secara atas talian. Soal selidik terdiri daripada soalan demografi dan lima skala pengukuran, iaitu Skala Ketidaksopanan Tempat Kerja, Keletihan Emosi, Kesejahteraan Psikologi, Nilai Budaya, dan Niat Untuk Berhenti. Analisis penyelidikan menggunakan PLS-SEM menunjukkan ketidaksopanan di tempat kerja dalam kalangan pekerja milenial disebabkan oleh jenis pekerja (β = -0.161, p< 0.05), umur (β = 0.153, p< 0.05) dan nilai dimensi budaya kolektivisme (β = -0.415, p< 0.05). Analisis menunjukkan bahawa keletihan emosi pengantara hubungan di antara ketidaksopanan di tempat kerja, kesejahteraan psikologi (β = -0.365, p <0.05) dan niat untuk berhenti (β = 0.228, p <0.05). Kajian ini juga mendapati bahawa jantina (β =0.319, p>0.05), status hierarki (β =0.135, p>0.05), dan nilai dimensi budaya individualisme (β =0.006, p> 0.05) adalah bukan faktor yang signifikan bagi ketidaksopanan di tempat kerja daripada penyelia atau rakan sekerja. Kajian ini juga menunjukkan bahawa kesejahteraan psikologi tidak mempunyai hubungan signifikan dengan niat untuk berhenti (β = 0.125, p>0.05) dalam kalangan pekerja milenial. Secara praktikal, kajian ini dapat membentuk polisi di tempat kerja dengan membina intervensi bagi mewujudkan persekitaran sivil, mengurus dan mengurangkan keletihan emosi, meningkatkan kesejahteraan psikologi, dan mengurangkan niat untuk berhenti. Kajian ini akan memberi inspirasi kepada penyelidikan lanjut dalam Era Revolusi Industri 4.0 bagi meneroka kemungkinan ketidaksopanan dalam talian dalam kalangan pekerja millennial daripada ketidaksopanan secara individu.

ANTECEDENTS AND CONSEQUENCES OF EXPERIENCED WORKPLACE INCIVILITY AMONG MILLENNIAL EMPLOYEES

ABSTRACT

Research into workplace incivility has received little attention in Indonesia, especially in identifying the cause and implication of experienced workplace incivility among millennial employees. In the future, millennial employees will take up the highest proportion of employees in Indonesia. Therefore, this study aimed to identify the antecedents and the consequences of experienced workplace incivility using Affective Events Theory (AET), Conservation of Resources Theory (COR), Theory of Social Power, and Social Exchange Theory. Data were collected via online questionnaires from employees of two private organizations ($n = 230$) through a purposive sampling technique. The questionnaires consist of demographic data questions and five measurements, namely Workplace Incivility Scale, Emotional Exhaustion, Psychological Well-being, Culture Values, and Turnover Intention. Analysis of the research using PLS-SEM showed the presence of experienced workplace incivility among millennial employees due to types of employees ($\beta = -0.161$, $p < 0.05$), age ($\beta = 0.153$, $p < 0.05$) and collectivism dimension of cultural values ($\beta = -0.415$, $p < 0.05$). Analysis showed that emotional exhaustion mediates experienced workplace incivility, psychological well-being ($\beta = -0.365$, $p < 0.05$), and turnover intention ($\beta = 0.228$, $p < 0.05$). This study discovered that gender ($\beta = 0.319$, $p > 0.05$), hierarchical status ($\beta = 0.135$, $p > 0.05$), and the dimension of cultural values of individualism ($\beta = 0.006$, $p > 0.05$) are not significant factors in the experience of uncivil behavior from supervisors or co-workers. This research showed that psychological well-being is not significantly correlated with turnover intention ($\beta = 0.125$, $p > 0.05$) among the millennial generation. In practice, this study can shape workplace policies by designing an intervention to create a civil environment, manage emotional exhaustion, enhance psychological well-being, and reduce turnover intention. This research will inspire future research in the 4.0 Industrial Revolution Era to explore the possibility of online incivility toward millennial employees rather than in-person incivility.

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LIST OF ABBREVIATIONS

AET	Affective Events Theory
COR	Conservation of Resources Theory
SEM	Structural Equation Modeling
PLS-SEM	Partial Least Squares Structural Equation Modeling
EWI	Experienced Workplace Incivility
PWB	Psychological Well-being.
WIS	Workplace Incivility Scale
INDCOL	Individualism and Collectivism at Individual Scale
HI	Horizontal Individualism
VI	Vertical Individualism
HC	Horizontal Collectivism
VC	Vertical Collectivism
FGD	Focus Group Discussion
SET	Social Exchange Theory
H	Hypotheses

WHO	World Health Organization
LMX	Leader Member Exchange
SES	Social Economic Status
NMIT	Northern Melbourne Institute of TAFE
TOE	Type of Employee
SPSS	Statistical Product and Service Solutions
AVE	Average Variance Extracted
HTMT	Heterotrait Monotrait
CR	Composite Realiability
CREW	Civility, Respect, and Engagement at Work
CV	Culture Values
EE	Emotional Exhaustion
TI	Turnover Intention
HR	Human Resource
P-P plot	Probability-Probability plot
Q-Q plot	Quantile-Quantile plot
PT	*Perseroan Terbatas*
Sd.	Standard Deviation

SIM	Single Item Measured
VIF	Variance Inflation Factor
DWI	Desire for Involvement at Work
IFW	Interpersonal Fit at Work
TAW	Thriving at Work
FOC	Feelings of Competency
PRW	Perceived Recognition at Work
LL	Lower Limit
UL	Upper Limit

APPENDIX LIST

A   Letter of Permission Research

B   Professional Judgments of Instruments

C   Evaluation Form Online Questionnaire

D   Research Scale (Indonesian version)

E   Research Data

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The central topic is to be explored in this chapter in the subsequent sections. The first section explains the background of the study about the antecedents and consequences experienced workplace incivility among millennial employees. The first section explains past research and the rationales on studying the antecedents and consequences of millennial employees. The second and third sections address this study's research background and explain the problem statement. The following section is about the research question, objective of the study, and significance of the study that are demonstrated in sections fourth, five, and sixth. There are eight research and objective questions in this study. The significance of this study needs to be written in this chapter to strengthen the study's benefit and purpose for theoretical and practical

effect. The definitions of the variables that consist of conceptual and operational variable are included in the seventh section. This chapter shows and explains the theoretical and conceptual framework of research in the eighth and the nine sections. The research hypotheses and structure of the thesis are explained in the tenth section. The last section describes the structure of the thesis and the summary explaining the research study.

1.2 Background Research

Every organization focuses on maximizing the productivity of employees and minimizing the cost. There is a potentially devastating expense of bad behaviour, one of them is workplace incivility (Pearson & Porath, 2009). Porath and Pearson (2013) projected that workplace incivility happened to most employees, taking up to 98%, with 50% experiencing such conduct weekly. Workplace incivility can cause cognitive distraction and project delays, leading to a loss of $14,000 per employee annually (Pearson & Porath, 2009). The decrease of investment value at human resources needs to be aware of organization and give attention to studying and exploring incivility in the workplace.

Workplace incivility has become a new domain of negative workplace behavior as mentioned by the prominent authors Andersson and Pearson in 1999. Workplace incivility refers to ―a new concept on the negative workplace behaviors, defined as displacement actions in the workplace with an unclear intention of harming with slight-intensity" (Andersson & Pearson, 1999). Attributes of workplace incivility

include being disrupted, angrily robust harassed, aggression by colleagues and supervisors (Cortina, Farr, Leskinen, Huerta, & Magley, 2013). Cortina et al. (2017) conducted a review of literature from 2001-2016 on workplace incivility and concluded that incivility is often described as rude, condescending, and ostracizing acts that violate workplace norms of respect, but they, otherwise, appear mundane. The qualitative literature review regarding incivility in the working environment released over the last 15 years revealed three distinct strands of workplace incivility study, namely, instigated, witnessed, and experienced incivility (Schilpzand, Pater, & Erez, 2014).

In Indonesia, Handoyo, Samian, Syarifah, and Suhariadi (2018) reported that 88% of their 778 respondents had experienced incivility from their co-workers as well as their supervisors. Their study on millennials found that there are five factors of incivility behaviors; personal affairs' intervention, abandonment, unfriendly communication, inconsiderate behavior, and privacy invasion. Abubakar, Yazdian, and Behravesh (2018), found that the millennial and generation X experienced uncivil behavior more than the Baby Boomer generation. Uncivil behavior that they get will increase negative emotions in the millennial generation and Baby Boomers than in generation X. It is a worldwide phenomenon with negative global implications and happens every day in any work context, including working online and working from home (Lane, 2017; Schilpzand et al., 2014). Incivility at work has been turned into an organization's ticking time bomb and a new category of negative behavior in the workplace (Andersson & Pearson, 1999). Vagharseyyedin (2015) concluded that the impact for victims, witnesses and, possibly, the suspects in the workplace might be adverse.

The policy of harassment, especially about experienced workplace incivility in Indonesia, is still not included in the main rules of workplace in Indonesia, mostly focuses on sexual harassment of a woman (Banjarani & Andreas, 2019). Indonesian labor laws number 13 of 2003 noting that protection of labor is intended to guarantee the fundamental rights of employees and guarantee opportunities and treatment without discrimination on any basis to realize the welfare of employees and their families while taking into account developments in the progress of the business world (Banjarani & Andreas, 2019). In these laws, there are no specific judgments that become a rule on respecting each other at the workplace. There is no clear explanation and statement in this law that protects the psychological side of the employees from any harassment form like workplace incivility.

According to their literature review, Schilpzand et al. (2014) laimed that there is some research on negative workplace behavior. Initially it is focused primarily on issues such as workplace violence, deviance, harassment, and coercive leadership and focused primarily on the detrimental effects of harmful workplace practices on target working attitudes, job habits, and well-being. Estes and Wang (2008) distinguished workplace incivility from other acts of organizational misconduct in three ways. First, they describe incivility as behaviors aimed at others i.e. organizational employees, not the organizations. Second, while incivility indeed violates organizational norms, it is defined as merely minor acts such as avoiding or insulting an employee (Estes & Wang, 2008). Thirdly, uncivil conduct is not meant to harm anyone.

That statement is reinforced with the studies that found that the intention to leave an organization can emerge from the workplace incivility experience (Cortina et al., 2013; Rahim & Cosby, 2016; Wilson & Holmvall, 2013). In the research, Rahim and Cosby (2016) showed that employees have high burnout levels, low performance, and high levels of turnover intention when they experience a higher level of workplace incivility than their counterparts. Soh, Zarola, Palaiou, and Furnham (2016) in their research also showed that employees have high burnout levels, low performance and high level of turnover intention when they experience a higher level of workplace incivility. Leiter (2013) said that workplace disharmony is a contemporary workplace crisis that occurs when people find it difficult to meet and mingle with each other and at the same time an environment of work makes people rather rarely meet each other to discuss their work. Right now all industries in Indonesia must face a new rival that comes in without following any pattern that we know, which is called the disruptive era (Kasali, 2017). The disruptive era is a time in an organization when technology and society are evolving faster than the business can naturally adapt. This condition needs to give attention to the investigation to get the proper guideline for human resource management at the organization. Human resources are an essential factor that cannot separate from an organization, whether institution or company. In essence, human resources are human beings employed in an organization as movers, thinkers, and planners to achieve the organization's goals.

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essential factor that cannot separate from an organization, whether institution or company. In essence, human resources are human beings employed in an organization as movers, thinkers, and planners to achieve the organization's goals. Bothma and Roodt (2013) explain when employees insulate themselves from activity that is related to work and have withdrawal from their work. The research of Raharjo (2015) found that Indonesian millennial employees have a higher intention to leave their jobs compared to the X generation. 65,8% of millennial employees in Indonesia, after 12 months of work, prefer to choose to leave their company (Lie & Andreani, 2017). Ertas (2015) reported that millennial employees in U.S. federal agencies have more reasons to leave their jobs than older employees. Deloitte (2016) conducted a millennial survey in 98 countries with 7.692 subjects and found that 66% of millennial employees expect to leave their job, 27% expect to stay while 62% intend to leave their organization before 2020. In a survey in 2015, it was found that 72% of respondents in Indonesia had the intention to change their jobs in the next 12 months (Alkhatiri, 2017). Booz (2018) according to his survey found the highest turnover among employees is 13.2 % in a technology rather than a hardware company. This data shows that the intention to leave an organization is becoming a more serious problem among the millennial generation in a technology company, especially in Indonesia.

According to the Central Bureau of Statistics Indonesia (2016), 39% of the labor force in Indonesia are millennial employees (Y Generation) and is the biggest labor force compared to the Baby Boomers and the X Generation. Ali and Purwandi (2016) suggested that 34 % of Indonesia's total population (83 million) is aged between 20 to 40 years old. The number of the X Generation is 53 million people (20

% of population), and the Baby Boomers are 13% of the population (35 million people) (Ali & Purwandi, 2016). They report that the number of millennial employees in 2020-2030 is the most significant number of productive employees that can be the backbone, especially for the company and economic Indonesia. Based on this data, it is predicted that millennial employees will be at the core of Indonesian organizations in the future (Ali & Purwandi, 2016).

Howe and Strauss (2000) in their book describe millennial employees as an employees who were born between 1980 until 2000 and is characterized by being optimistic, cooperative team players, rule followers, acceptable of the authority, and believing in the future and seeing themselves as to its cutting edge. In addition to that, Luntungan, Hubeis, Sunarti, and Maulana (2014) described a millennial employee in Indonesia as an employees born between 1984 until 1995 who has access to information technology. Faisal (2017) research that showed millennials in Indonesia, also known as the π (phi) generation, are found love the community, simplify, have naive personalities, and pay attention to values and family matters. Love community means they like to have a relationship, support each other, and must live with another person (Faisal, 2017). The second characteristic is a simplification; the millennial generation has a clear and straight forward program of their life. The third characteristic is that they like to represent themselves as kind and gracious people to others, but it depends on their feelings about the situation. The millennial generation in Indonesia likes to pay attention to the values and make citations of prudence and virtue in their lives. Focus on the happiness of their family is the fifth characteristic of the millennial generation in Indonesia. For instance, Faisal (2017) found the

uniqueness of millennials having two handphones; 1) for utility purposes, and 2) to keep contact with their family or their friends.

According to research from Saragih, Widodo, and Prasetyo (2016), eight predicting variables can influence Indonesian millennial employees who worked in big cities to commit to their organization or leave their work. The eight variables include salary, benefit, work flexibility and location, opportunities to level up, superintendence, colleagues relationship, and the work itself". Hartijasti and Darpita (2017) found that Generation Y in Indonesia has higher intrinsic motivators than X Generation and Baby Boomers, especially the sense of community. Generation Y is more motivated when connected to friendly colleagues and a good work community (Hurst & Good, 2009; Kultalahti & Viitala, 2014). Research by Schaubroeck, Peng, and Hannah, (2016) detected that the trigger of employee intention to leave their organization is accepting low respect from co-workers. A literature study by Jo and Ellingson (2019) from 1917 to 2017 found that employees exit from organizations influenced by their social relationship with other organization members. Emotional support such as attention and empathy from co-workers are more meaningful to employees than instrumental support for example in giving gifts (Jo & Ellingson, 2019). Based on these studies of turnover intention, it can be concluded that a relationship in the workplace is really meaningful for the millennial generation.

Lane (2017) noted that the millennial generation embraces informality and holds to the norm. Millennial employees in Indonesia have been characterized as result-oriented without having the attention to process, upfront, able to communicate openly and directly, and pay attention to their social environment in decision-making

at work (Luntungan et al., 2014). According to research by Hagerty and Buelow (2017), it was found that younger employees reported more internal gossiping and negative peer interactions than did older employees millennial employees. Alsop (2009) further informed that the millennials entering the workforce appear to be accelerating the trend towards less civility when dealing with others.

Besides turnover intention, incivility can have other negative effects on organizations and employees. Incivility seems to be an excessive and all-around workplace practice with adverse consequences on its aims, witnesses, and instigators (Schilpzand et al., 2014). Experienced workplace incivility can directly impact individual and organizational performance (Estes & Wang, 2008). Depression is an affective outcome (Lim & Lee, 2011) and an increase in stress (Adams & Webster, 2013). Experienced workplace incivility can affect the employee's psychological well-being for example (Leiter, Peck, & Gumuchian, 2015; Paulin & Griffin, 2015; Perrewe, Halbesleben, & Rosen, 2015; Zhou, 2014).

Kent and Muurlink (2014) explained that workplace incivility on employees could affect individual and organizational outcomes. When people experienced workplace incivility they will have an impact on health and their well-being (Kent & Muurlink, 2014). Anugrah, (2018) found that when employees experience workplace incivility, they will get low levels of psychological well-being. Using Conservative Resource Theory from Hobfoll (1988), employees will experience negative feelings and losing their attention to focus at work (cited in Anugrah, 2018).

Most research on experienced workplace incivility discusses the direct consequences of experienced workplace incivility. They do not clearly explain the causes of each variable. For instance, Zhou (2014) investigated workplace incivility among nurses and its effects on the well-being of employees. The influence of experienced incivility in various sources was investigated by this study, including co-workers, supervisors, physicians, patients, and visitors on their feelings, physical and mental wellness, and uncivilized behaviors using sampling of individual experience design every week. Their measures on psychological well-being and burnout levels may not be comprehensive in such a way, the experienced incivility in the working environment may not be able to lead to the desired outcomes. It is difficult to establish a causal interaction regarding incivility and adverse effects in the workplace (Holm, Torkelson, & Bäckström, 2015).

From the psychological perspective, the underlying process of such a mediator effect on the relationship between these variables is unclear. Hobfoll (2018) argued that employees experiencing uncivil behaviors from their supervisors or co-workers had negative consequences on their emotions. The negative emotions i.e., sadness and anger increased the tendency for employees to lose concentration on their jobs, as suggested by Affective Event Theory (1996). This ultimately influences their attitudes and behaviour in the workplace due to the negative emotions experienced by the employees. One possible explanation would be the depletion or exhaustion of emotions employees experienced. Therefore, it is needed to investigate the mediator of emotional exhaustion between turnover intention and psychological well-being. This explanation must be followed up to minimize the negative effect of uncivil behavior in the workplace for individuals and organizations.

In addition, some of the research on experienced workplace incivility merely investigating the outcomes of workplace incivility (Holm, 2014; Leiter, Peck, & Gumuchian, 2015; Paulin & Griffin, 2016; Zhou, 2014). According to Jimenez, Dunkl, and Peibl (2015), there seems to be a lack of data on moderators and mediators in the relation between incivility and work performance. The researcher chose emotional exhaustion as a mediator between experienced workplace incivility and psychological well-being and turnover intention to raise a new concept that can explain how experienced workplace incivility can lead to its consequences must be explored and confirmed.

In this study, psychological well-being is argued to have a direct relationship with turnover intention as it has shown consistent significant relationships from the past research. In practice, a standard guideline set up by the management, and interventions to rectify the effect of uncivil behavior among millennial employees are essential to have in every organization. Thus, it is important to encourage further research to better comprehend incivility in the workplace.

The sources of workplace incivility that have already been investigated are mostly supervisor and co-workers (Bunk & Magley, 2013; Paulin & Griffin, 2016; Rahim & Cosby, 2016; Zhou, 2014). Zhou (2014) investigated some other sources of experienced workplace incivility: physicians, co-workers, patient/family members/visitors, and supervisors. The majority of incivility research combines supervisors', colleagues' and customers' incivilities without considering the direct adverse effect within each cause (Schilpzand et al., 2014). A literature review by Schilpzand et al., (2014) summarized that experience of workplace incivility from

three sources namely supervisor, co-workers and customers. However, some studies investigated and measured workplace incivility from subordinates (Bunk & Magley, 2013; Lim & Lee, 2011).

There has been some study that observed the cause of incivility in the workplace, which has the opposite impact. For example, Cortina et al. (2013) showed that females have reported a higher level of incivility than male employees. However, in the other research was found that men registered higher levels of experienced incivility at work than women (Lim & Lee, 2011). Leiter, Price, and Laschinger (2010) found that nurses of Generation X encountered a greater lack of civility from colleagues and superiors than Baby Boomers did, but another research by Lim and Lee (2011) found that further incivility registered to younger employees than the older ones.

According to research by Holm et al. (2016), it was found some factors that lead to experienced workplace incivility. They found that temporary employees experience workplace incivility. However, their research only measured workplace incivility among temporary employees and not compare the results with permanent employees in the organizations. Walsh et al. (2012) conducted similar research on full-time employees working in the United States of America, but the results cannot be generalized to other contexts, and it needs to be measured into another context to examine the validity. There are two classifications of Indonesian employees (law number 13); permanent and temporary (outsourcing and freelancer) (https://kemenperin.go.id, 2003). With that classification, employees in Indonesia need to explore more about the effect of type employees on incivility among

millennial employees. Some past research still needs to strengthen the evidence to state that type of employee of an organization can cause employees to get uncivil behavior from other organizational employees.

Hierarchy statues become one of the causes of people getting uncivil behavior from either their supervisors or co-workers. The sources of workplace incivility were ranked by Lim and Lee (2011) in their research. For the new employees, they are subjected to more experienced incivility from their supervisors; followed by from their co-workers and then subordinates. Some studies have contradictory results with previous research. A study by Torkelson et al. (2016) found that younger employees, and women employees frequently experience more incivility from their co-workers than from their supervisors. The data show that 73% of respondents accept rude and uncivil behavior from their co-workers and 52% from their supervisors. This data shows that hierarchy status can be antecedents for employees who experience uncivil behavior but still need to investigate among millennial employees who have work values that are different from other generations and also the respondents of past research.

Some past research also investigated the relationship between age and experienced workplace incivility. According to their research, Lim and Lee (2011), it was found that younger employees can experience more uncivil behavior from other members of the organizations. In their research, a younger employee is defined as an employee with no experience and low competency than an older employee in the same organizations (Lim & Lee, 2011). In that research too, the respondents are from different generations, not only among millennial employees. On the other hand, the

research from Reio and Ghosh (2009) found that younger employees tend to act uncivil behavior and do not respect the older generation, which means older employees get more uncivil behavior than younger employees. In this research, Reio and Ghosh (2009) investigate for different generations and not just describe the respondent from the millennial generation. Two contradictions of these findings need to be investigated to understand which phenomena can occur among millennial employees as the biggest employee population and organization in the next year.

The other antecedent of people's uncivil behavior is cultural values. At the individual level, cultural values can cause people to get uncivil behavior according to Milam and Sulea (2013). They also found that when people have low collective value, they often get uncivil behavior from others. People will get low uncivil behavior for other organization members when they are demonstrating a responsible, teamwork attitude, cooperating with other colleagues, and compassion. According to their findings too, those who exhibited desirable traits like cooperation, trustworthiness, and generosity, which were well-received by others, faced low levels of incivility from their co-workers. Individuals with a low level of agreeableness however, are exposed to more unpleasant workplace interactions than their peers, and this incivility is exacerbated by the targets of abuse (Milam & Sulea, 2013). When employees have individual values, they usually tend to get unrespectable behavior from other members of the organization because their attitude is considered not part of their community. Other past research that found about culture values and experienced workplace incivility is from Liu et al. (2009). Their findings show that people with individualistic cultural norms, especially in East Asia, are more likely to engage in uncivil behavior. People with a high collectivism culture are more likely to follow the

rules of their society to be accepted by their same group of peers and have less uncivil behavior (Liu et al., 2009). Their findings show that people with individualistic values are more uncivil behavior than people who have collectivist values. On the other hand, findings need to investigate more to get evidence to strengthen that cultural values, individualism, and collectivism can influence millennial employees to get uncivil behavior from their supervisor and or co-workers. Most past research did not describe that it can be generalized for all generations of employees or just for a particular generation. Millennial employees who have different work values need to investigate and explore the effect of their cultural values on their experience of workplace incivility in the organization settings.

The researcher selected demographic factors as the antecedents, i.e. age, gender, hierarchical status, type of employees, and cultural values because there are consistently mixed findings from the related past research. These variables are needed to be more investigated especially on millennial employees as they contribute to the majority of employees in Indonesia. According to literature review conducted by Schilpzand et al. (2014), further research is required to analyze the incivility of employment to deepen the understanding regarding this, and hene enabling scholars to find a suitable solution for the problem. Porath and Pearson (2012) suggest that companies cultivate civility to avoid substantial direct and indirect costs associated with organizational incivility. In a profit organization, every cost is valuable and needs attention to ensure the continuities of the companies or the organization. Incivility that has the tendency to impact on costing, needs to investigate in detail minimize loss at the organization.

Estes and Wang (2008) state that workplace incivility occurs frequently and is harmful, but it is also generally not well understood and not recognized as an issue that needs to be solved. Most research about experienced workplace incivility has a contradictory result and ignores the millennial generation. The antecedents and consequences of experienced incivility at work must be studied to solve this problem and provide better information regarding the workplace situation among millennial employees, especially in Indonesia.

1.3 Problem statement

Porath and Pearson (2013) showed that 98% of employees in companies had experienced workplace incivility. Alsop (2009) said that the millennial entering the workforce appears to accelerate the trend towards less civility when dealing with others. Incivility is violent and omnipresent organizational conduct that has severe negative impacts on its targets, witnesses, and instigators (Schilpzand et al., 2014).

Ali and Purwandi (2016) further confirmed millennial employees are the biggest workforce in Indonesia ie. 34% of Indonesia's total population. Generation X has 20% (53 million people), and Baby Boomer with just 35 million people left (13%). Based on this data, it is accurate to say that millennial employees in Indonesia will be the organization's backbone in the future (Ali & Purwandi, 2016). Handoyo et al. (2018) reported that out of 778 employees studied, 88% have experienced incivility by their co-workers as well as supervisors in Indonesia. It is a worldwide phenomenon that has negative consequences worldwide and happens in every context

of work, including online and home (Lane, 2017; Schilpzand et al., 2014). Raharjo (2015) found that millennial employees had a higher intention to leave their jobs than the Generation X. According to a company that has been interviewed, they explained their employees have the intention to change their jobs in less than three months. It is is worrisome as millennial employees have been projected to increase rapidly and start replacing the Baby Boomers and Generation X, who will soon retire (Saragih et al., 2016). However in Indonesia, no rule or law protects employees from receiving psychological harassment like experienced workplace incivility (Banjarani & Andreas, 2019).

Incivility in a position is an organization's secret murderer and a new domain of negative workplace behavior (Andersson & Pearson, 1999). Most research on experienced workplace incivility just investigated the outcomes of workplace incivility (Holm et al., 2015; Leiter et al., 2015; Paulin & Griffin, 2016; Zhou, 2014). Study into the previously experienced incivility in the working area is minimal (Schilpzand et al., 2014). Thus, it is essential to encourage the research which aims to comprehend incivility in the workplace better. Future study that can collect information from various workplace incivility resources for comparison purposes is needed (Zhou, 2014). Some researches focus on the antecedents of experienced workplace incivility need to investigate again because there are some contradictory results and still a bit of research. Age, culture values, type of employees, hierarchy status and gender, are the antecedents that need to emphasized, especially among millennial employees as the biggest employees in the future.

The past research findings show that incivility is a silent problem that needs to investigate the antecedents and consequences to create civil behavior, especially among millennial employees as the biggest employees in Indonesia. The theories that explain of process how the antecedents and consequences of experienced workplace incivility are rare to explained. Cortina et al. (2013), Rahim and Cosby (2016), Rubino and Reed (2010), and Wilson and Holmvall (2013) explained the intention to leave an organization and low of psychological well-being (Anugrah, 2018) can emerge from the experience of workplace incivility. Relationships between turnover intention and psychological well-being are still rarely investigated and reported conflicting results. The explanation of the relationships between employees who experiences uncivil behavior with turnover intention and psychological well-being among millennial employees is still needed to be explored utilizing the construct theory.

Most research on experienced workplace incivility discusses the direct antecedents and consequences of experienced workplace incivility separately for each variable. Some of the research on experienced workplace incivility just investigated the outcomes of workplace incivility (Holm, 2014; Lim, Cortina, & Magley, 2008; Leiter, Peck, & Gumuchian, 2015; Paulin & Griffin, 2016; Zhou, 2014). A new concept theory that can explain how experienced workplace incivility can lead to its consequences must be explored and confirmed. Thus, it is important to encourage this research which aims to better comprehend incivility in the workplace. This analysis of data uses the statistical method that can initiate a frontier model for the relationship between antecedents and consequences of experienced workplace incivility among millennial employees. Besides that, the instrument of experienced workplace

incivility that was used in past research has not been translated and adapted correctly according to the respondent of the study. It is needed to reduce uncertainty from one culture or language to another background in translating the instrument.

There is very limited research about the antecedents and consequences of experienced workplace incivility among the millennial generation in Indonesia. It is essential to investigate the diverse factors contributing to incivility experiences in the workplace to reduce the rate of turnover and increase the psychological well-being of millennial employees in Indonesia. This study's finding is significant to be the fundamental baseline for psychological harassment laws, especially about workplace incivility.

1.4 Objectives of the study

The objectives of this study is to;

1. The relationship between the types of employees and experienced workplace incivility.

2. The relationship between cultural values (individualism and collectivism dimensions) and experience of workplace incivility.

3. The relationship between age and experienced workplace incivility.

4. The relationship between genders and experienced workplace incivility.

5. The relationship between hierarchical status and experienced workplace incivility.

6. The mediator role of emotional exhaustion in the relationship between experienced workplace incivility and psychological well-being

7. The mediator role of emotional exhaustion in the relationship between experienced workplace incivility and psychological well-being.

8. The relationship between psychological well-being and turnover intention.

1.5   Research Question

The research questions of this study are:

1. Is there any relationship between the types of employees and experienced workplace incivility?

2. Is there any relationship between cultural values (individualism and collectivism dimensions) and experienced incivility at work?

3. Is there any relationship between age and experienced workplace incivility?

4. Is there any relationship between genders and experienced workplace incivility?

5. Is there any relationship between hierarchical status and experienced workplace incivility?

6. How does emotional exhaustion act as a mediator in the relationship between experienced workplace incivility and psychological well-being?

7. How does emotional exhaustion act as a mediator in the relationship between experienced workplace incivility and turnover intention?

8. Is there any relationship between psychological well-being and turnover intention?

1.6   Research Hypotheses

This study's hypothesis is to test the model antecedent and consequences of experienced workplace incivility. The model explains the influence of the type of employee, age, gender, hierarchical status, and culture values on experienced workplace incivility and how it affects psychological well-being and turnover intention with emotional exhaustion as the mediating variable.

Hypotheses 1

H1: There is a significant relationship between the types of employee in experienced workplace incivility.

Hypotheses 2

H2a: There is a significant relationship between individualism dimension culture values and experienced workplace incivility.

H2b: There is a significant relationship between collectivism dimension culture values and experienced workplace incivility.

Hypotheses 3

H3: There is a significant relationship between age and experienced workplace incivility.

Hypotheses 4

H4: There is a significant relationship between gender and experienced workplace incivility.

Hypotheses 5

H5: There is a significant relationship between hierarchical status and experienced workplace incivility.

Hypotheses 6

H6: Emotional exhaustion mediates the relationship between experienced workplace incivility and psychological well-being.

Hypotheses 7

H7: Emotional exhaustion mediates the relationship between experienced workplace incivility and turnover intention.

Hypotheses 8

H8: There is a significant relationship between psychological well-being and turnover intention.

1.7   Conceptual Framework of Research

Cortina et al., (2013) suggest that selective incivility is modern discrimination. They investigated incivility among different genders and colors to determine the existence of modern sexism and racism in a city government, a law enforcement agency, and the U.S Military. A literature review by Estes and Wang, (2008) found that power, social status, employees demographics, and workplace informality are some of the causes of workplace incivility. However, there are researches on

antecedent of experienced workplace incivility that shows the opposite results. For example, Cortina et al., (2013) showed that women experienced a greater frequency of incivility than men did. In that research, it was found that women were more likely to be targets of incivility than men (Cortina et al., 2001; Torkelson et al., 2016; Zurbrügg & Miner, 2016). However, Lim and Lee (2011) found that men reported greater levels of experienced workplace incivility than women. In other research found there is no relationship between gender and experienced workplace incivility (Carter, 2013; Lim et al., 2008).

Leiter et al. (2010) found that Generation X nurses experienced greater incivility from co-workers and supervisors than the Boomers generation. Other studies also show that younger employees reported more incivility than older employees (Holm et al., 2016; Lim & Lee, 2011). Employees received the most incivility from supervisors, co-workers, and subordinates (Cortina et al., 2001; Estes & Wang, 2008; Lim & Lee, 2011).

According to research by Holm et al., (2016), there are new factors that can lead to workplace incivility. They found that temporary employees are more susceptible to workplace incivility. However, the weakness of their research is that the measurement of workplace incivility is just taken from the temporary employee, and they did not compare the results with employees that are already permanent or other types of employees in that organization. Walsh et al., (2012) conducted similar research among full-time employees working in the United States of America. However, their study cannot be generalized to other contexts, including Indonesia, due to cultural differences.

Cultural values can be antecedents of experienced workplace incivility. Welbourne and Sariol (2017) found that employees' ethnicity and cultural values can boost or reduce their resilience to the effects of workplace incivility. Estes and Wang (2008) said that the cultural heritage does not express consistent behavioral standards, and personal values may contribute to incivility.

Experienced workplace incivility among the millennial generation is a topic to be studied in greater detail. The consequences of experienced workplace incivility include depression (Lim & Lee, 2011) and increased stress levels (Adams & Webster, 2013). It can also directly affect the psychological well-being of employees (Kent & Muurlink, 2014; Leiter et al., 2015; Paulin & Griffin, 2016; Perrewe et al., 2015; Zhou, 2014), and turnover intention (Cortina et al., 2013; Holm et al., 2015; Rahim & Cosby, 2016; Rubino & Reed, 2010; Sguera, Bagozzi, Huy, Boss, & Boss, 2016; Sintiong & Morshidi, 2015; Wilson & Holmvall, 2013).

Most research about experienced workplace incivility, which explaines the direct consequences of experienced workplace incivility, does not give a clear explanation about the causal relationship of each variable. Experienced workplace incivility can have indirect consequences on psychological well-being (Cho, Bonn, Han, & Lee, 2016; Jonker & Merwe, 2013; Zhou, 2014) and turnover intention (Cortina et al., 2013; Huang & Lin, 2017; Hur, Moon, & Jun 2016; Jonker & Merwe, 2013).

Jimenez et al. (2015) state that a study on moderators and mediators on opportunities and findings related to work incivility is lacking. The research work which seeks further to understand the antecedent and consequences of workplace incivility must be pursued to find the best solution to this problem, especially among millennial employees in Indonesia, which will be the backbone of organizations in the future. The conceptual framework of this study is visualized as below:
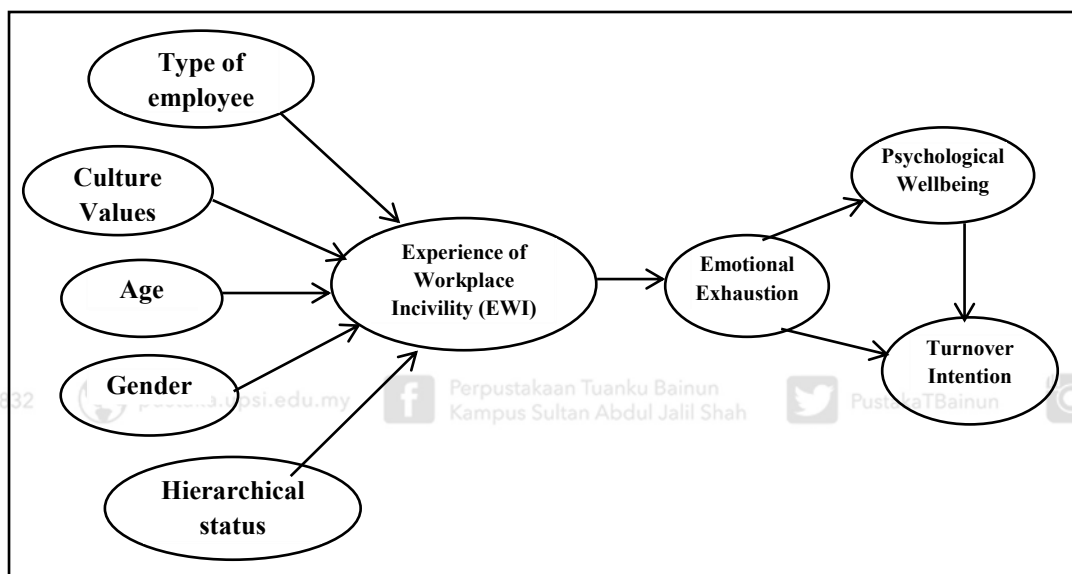
Figure 1. Conceptual Framework of the study

1.8 Theoretical Framework

1.8.1 Affective Event Theory

Affective Events Theory states how workplace activities or experiences contribute to emotional reactions among employees that affect their attitudes and behaviours while working (Weiss & Cropanzano, 1996). According to this theory, how employees react to work events influences their emotional states; in turn, they shape their affective

conditions and work viewpoints and behaviors. Affective Event Theory (AET) (1996) further recommends the opportunity to influence work-related activities in terms of the working environment themselves. For example, a positive working atmosphere built on a healthy working relationship between colleagues and supervisors affects affective work events and influences people's emotions and behaviors. Employees with bad relationships are highly likely to be experiencing incivility, to generate emotions of discomfort, depression, or frustration, and elevated tiredness and emotional fatigue, which contributes to a rise in workplace dissatisfaction, turnover and lower work productivity.

1.8.2 Theory of Social Power

The Social Power Theory (1959) (Cortina et al., 2001; Raven, 2014) argues that incivility can serve as a means of exercising power. In an organizational sense, the theory of social power implies that employees with lower social status, such as those below the corporate hierarchy or part of low-level occupational classes, may be more vulnerable to incivility from higher-level employees. In this way, the incivility process often begins at the top of the organization when high-level employees engage in uncivilized behavior towards lower-level employees.

1.8. 3 Conservation of Resources Theory

Conservation of Resources Theory (COR) (1988) (Hobfoll, 2001)states that people often experience adverse psychological effects which lead to emotional exhaustion in the face of social-interaction demand and the danger of resource depletion. Employees who spend substantial time on social stressors are inevitably affected by emotional fatigue but are left with inadequate emotional energy to satisfy the minimum requirements of the work. Empirical research has shown that the efficiency of service employees is down due to emotional exhaustion and low work fulfillment (Cropanzano et al., 2003; Wu, Tsai, & Fu, 2012).

1.8.4 Theory of Social Exchange

Blau developed the Social Exchange Theory (SET) (1964) explaining that these exchanges' quality is influenced by the relations between the actor and the target (cited in Cropanzano, Anthony, Daniels, & Hall, 2017). The SET (1964) states that individuals' voluntary actions are motivated by the return they expected to bring and typically do from others. In reaction to positive or negative initiating actions, SET (1964) predicts that targets will reply in kind by engaging in more positive or negative reciprocating responses. These reasons can broadly be organized into relational and behavioral responses (Cropanzano et al., 2017).

1. 9   Conceptual and Operational Definition of Variables

1.9.1   Conceptual Definition of Experienced Workplace incivility

Andersson and Pearson (1999) describe incivility in the workplace as displacement actions in the workplace with an unclear intention of harming with slight-intensity. From a list of 50 articles from 2012 to March 2014, Vagharseyyedin (2015) describes workplace incivility as low intensity and ambiguous intention behavior that lacks shared respect and harassment. Such practices differ from hostility, abuse, and harassment, and some organizations as well as personal factors lead to the development. The prevalence of these activities has a negative influence for those involved, including companies and societies (Vagharseyyedin, 2015).

There are three categories of incivility at work; experienced, witnesses and instigated incivility (Schilpzand et al., 2014). They found that research on experienced incivility instigates the emotions, thoughts, attitudes, and related issues of the individual who becomes the victim of an uncivilized working climate. Experienced workplace incivility is defined as how frequently targets have experienced deviating actions at work with low frequency with unclear motive to the victims, in disregard of shared interest values at the workplace (Zhou, 2014). Cortina et al., (2013) defined attributes of workplace incivility as being interrupted, confronted with intense anger and intimidating situations from co-workers and supervisors. A literature review conducted by Cortina et al., (2017), on workplace incivility research within 15 years which is from 2001-2016 shows that most scholars describe incivility as disrespectful,

condescending, and ostracizing acts that breach expectations of dignity in the workplace, but otherwise seem commonplace.

1.9.2 Operational Definition of Experienced Workplace Incivility

Experienced incivility in the workplace is described operationally as the score from the validated and reliable Workplace Incivility Scale (WIS) (Cortina et al., 2001). A higher score indicates higher levels of workplace incivility.

1.9.3 Conceptual Definition Type of employee

The type of employees in this study is classified into two types that are temporary and permanent employees. A type employee is type of employee based on the type of employment agreement. Temporary employees are usually at a low employment status due to their precarious employment assembly or due to their lower monthly household expenses (Itzkovich & Dolev, 2017). Permanent employees are of higher employment status due to their stable employment arrangements or higher household monthly expenses (Itzkovich & Dolev, 2017).

1.9.4   Operational Definition Type of employee

Participants will be asked to indicate their type of employment (permanent or temporary) in the survey form.

1.9.5   Conceptual Definition of Cultural Values

According to the prominent authors of cultures, Triandis and Gelfand (Triandis & Gelfand, 1998; Triandis & Suh, 2002), cultural values are the attitudes or norms consistent with the individual-difference variables i.e. individualism or collectivism. They are manifested in the degree to which individuals endorse values, attitudes, or norms consistent with nations (Wasti, 2003). Hofstede (cited in Welbourne & Sariol, 2017) said collectivism appears to have interconnected self-constructiveness; they collaborate with others while driven by social values and community cohesion desires. In contracts, individualists tend to have self-construals as fundamentally independent; they consider themselves rare and autonomous from others and influenced by personal goals and preferences. In their major study of cultural orientation, Triandis and Gelfand (1998) explained that individuals are likely to vary in the degree to which they value equality or embrace hierarchy within a specific culture. Triandis (cited in Marcus & Le, 2013; Matsumoto, Weissman, Preston, Brown, & Kupperbusch, 1997) said that individualism believes that the psyche is recognized as an autonomous person, whose conduct is structured solely in terms of the self-thoughts, emotions and not by references of everyone else. Collectivism believes the self is perceived as interdependent. Triandis (Marcus & Le,

2013; Matsumoto et al., 1997) said that interdependence means recognizing oneself as a member of an egalitarian social community and accepting one's conduct depends on the thought, emotions, and behaviors, or well known as the in-group.

Individualism and collectivism have four dimensions (Triandis & Gelfand, 1998). Vertical collectivism views the individual as part of a larger community and thus ready for hierarchy and inequalities. Vertical individualism considers the individual completely autonomous, realizing that there will be inequality amongst people and accepting this discrimination. Horizontal collectivism considers oneself as a member of the collective but recognizes the entire group as equivalent. Horizontal individualism considers the self completely autonomous and states that fairness is essential (Triandis & Gelfand, 1998).

1.9.6 Operational Definition of Cultural Values

Personal culture of individualism and collectivism are evaluated on the horizontal and vertical individualism and collectivism at individual scale (INDCOL) that consist of a 16-item scale established by Triandis and Gelfand (1998). According to Germani and Delvecchio (2019), this scale is a brief, easy-to-use scale for research and a great tool to measure individualism and collectivism at an individual level. Every element has a scale of 9, starting from 1= never or undoubtedly no and 9= always or undoubtedly yes. Each dimension's items are summed up separately to create a VC, VI, HC, and HI score.

1.9.7 Conceptual Definition of Age

According to Santrock (2014), there are four types of age from a psychological perspective: social, biological, psychological, and chronological age. This study uses chronological, which means the number of years that have elapsed since birth.

1.9.8 Operational Definition of Age

Participants will be asked their age. A higher number will indicate that they are older and a lower number will indicate that they are younger respondent of millennial employees.

1.9.9 Conceptual Definition of Gender

Gender is defined as being male and female in the social and psychological dimensions (Santrock, 2014). Feldman and Gill (2019) however describes gender as the social concept of masculine or feminine as our sense of being men or women.

1.9.10 Operational Definition of Gender

Respondents are requested to signify their gender in the form of surveys as male or female by checking the option of gender. Gender is cultural concept that makes a difference in terms of roles, behaviors, mentality, and emotional characteristics between men and women that develop in society.

1.9.11 Conceptual Definition of Hierarchical status

The hierarchical status is a classification of individuals in an organization according to their control over valuable resources to impose his/her resources and will, and able to influence the outcomes of others and amount of respect accorded by others (Hershcovis, 2011). Itzkovich (2016) states that hierarchical status in an organization is a social distributive indicator that differentiates between those located higher in the organizational hierarchy and those with power.

1.9.12 Operational Definition of Hierarchical status

Participants will be asked to indicate their hierarchical status (supervision or non-supervision position) in the survey form.

1.9.13 Conceptual Definition of Emotional Exhaustion

Li, Wong, and Kim (2017) describe emotional exhaustion as a prevalent form of physical and mental fatigue. Cropanzano, Rupp, and Byrne stated emotional fatigue is a kind of strain arising from stressors in the workplace (cited in Abbas, Nawaz, Ali, & Kalim, 2020). Emotional exhaustion is defined as feeling tired and fatigued at work which indicates emotional depletion derived from the overwork as well as personal expectations and persistent stress (Cho, Bonn, Han, & Lee, 2016). Emotional fatigue is mental and emotional distress that is triggered by constant tension leading to high depersonalization and burnout (Maslach and Leiter cited in Li et al., 2017)

1.9.14 Operational Definition of Emotional Exhaustion

An instrument for emotional exhaustion is adapted from Maslach and Jackson (cited in Karatepe, 2013), consisting of a six-item. The researchers would evaluate answers based on the Likert seven-point scale from 1 (strongly disagree) to 7 (strongly agree).

1.9.15 Conceptual Definition of Psychological Well-Being

Nelson et al. (2014) studied psychological well-being at work from three aspects: self, involvement towards work, and involvement in her or his social context. The first explores the personal balance, which is their psychological stability. The second looks at the engagement of the individual as to where their ambitious work is seen. The

third discusses how a person maintains a good relationship with their environment and is responsive to what happens around them.

Robertson and Cooper (2011) categorize psychological well-being in working situations into two major components; hedonic and eudaimonic. Hedonic is good feelings (satisfaction and happiness) related to several other positive effects and actions. Eudaimonic is the control over the situation, the autonomy, and even other aspects, which give the impression of purpose and meaning. Psychological well-being corresponds to the feeling of good when on duty (an affective mental condition) and the attention towards their job and intention (an objective psychological condition).

Psychological well-being is a concept of representing the subjective positive experience of an individual in a workplace environment and from the employee's perspective (Desmarais & Savoie, 2012). Psychological well-being comprised five primarily reflective eudaimonic dimensions. The first is interpersonal fit at work that has the meaning of awareness of a healthy relationship to interact with others in the working setting. The second is thriving at work, defined as a sense of undertaking a valuable and enjoyable task that enables and satisfies oneself as an individual. The third is a feeling of competence at work, which is defined as a belief in the ability to function effectively and master the duties to be carried out. The fourth is perceived recognition at work, which defines the notion that one's work and personality are valued within the company. The last is a desire for involvement at work that has meaning as a willingness to engage in the company and make a positive contribution to success (Desmarais & Savoie, 2012).

1.9.16 Operational Definition of Psychological Well-Being

The psychological well-being index in the work context was examined by by the Desmarais and Savoie (2012). These five dimensions are Interpersonal fit at work, thriving at work, feelings of competency, perceived recognition at work, desire for involvement at work. The psychological well-being items were scored on a 7-point Likert scale (1 = strongly disagree, to 7 = strongly agree).

1.9.17 Conceptual Definition of Turnover Intention

The turnover intention can be described as the plan on leaving the company or a department (Meyer & Tett, 1993). Mobley in Nicolas, Sovet, Lhotellier, Fabio, and Bernaud (2016) distinguishes between the purpose to seek a new position and the intention to quit and notes that the intention to try and the subsequent quest for work usually precedes the intention to leave and the real departure, except in situations of impulsive behavior.

1.9.18 Operational Definition of Turnover Intention

A four-item turnover intention subscale from Netemeyer and Brashear et al. (cited in Hur, Kim, & Park, 2015) is used to measure the turnover intentions of the respondent. Answers ranged between 1 (in strong disagreement) and 5 (in strong agreement). The possible score can be obtained ranging from 3 to 15. A larger-scale reflects a greater degree of the intention of turnover.

1.10   Study Limitations

This study has a number of limitations, as do all studies. There are various issues with this research to think about. The first one is only cross-sectional data and the quantitative approach were used to acquire the data for this investigation. The study is restricted by the lack of data on the psychological dynamic that makes it difficult to explain the negative emotions people experience when they encounter professional incivility.

The second limitation is self-report measures were used in this study to gather data. Althougn Rogelberg and Luong (quoted in Reio & Ghosh, 2009) have opinion that employing self-report measures, which are convenient and affordable, is the best method for gauging attitudes in exploratory studies. Reio and Ghosh (2009) stated that the other technique, which gathers information from a single source using self-reports, may result in shared method variance, inflating correlations between the research variables. The third limitation in this study is about respondents, it was limited to an information technology company and was carried out in Yogyakarta, Indonesia.

1.11   Importance of Research

Today the concept of experienced workplace incivility needs to be developed in the new contexts of the digital era, especially among the millennial generation. Based on a survey in 2019, experienced workplace incivility in Indonesia is considered high. The millennial generation will dominate the workforce in Indonesia and replace the previous generation i.e. Generation X and Baby Boomers, and hence it is crucial to understand experienced workplace incivility among millennials.

This study will provide more information on the contributing factors and consequences of experienced workplace incivility among the millennial generation and can be the baseline information for drafting law about Indonesia's psychological harassment. The findings of this study are significant in revealing the function of psychological well being as a mediator in the relationships between experienced incivility in the working environment and implications. They can be used for the organization to come up and develop systems and policies to lower the experienced incivility at work, increase employees' emotional health and reduce turnover intention among millennial employees.

This study has several chapters that consist of the process of systematically researching. The concept of this research will explain from the background until explained the finding result of this research. To illustrate the function and structure of the thesis will be presented in this explanation. Chapter one, this chapter explains the background of this study, problem statement, objectives of the study, significance or

contribution of the study, the definition of the variables that consist of conceptual illustration dan operational description of each variable, a theoretical approach that is using in this study Affective Event Theory (AET) (1996), Theory of Social Power (1959), Conservation of Resources Theory (COR) (1988), Theory of Social Exchange Theory (SET) (1964), the conceptual framework of research, and the hypotheses of this study. This chapter describes the reason and critical view to investigate the antecedent and consequences of experienced workplace incivility. The purpose and the significant contribution of the study about experienced workplace incivility in Indonesia are clearly explained in chapter one. Based on previous research in this chapter, choose each variable used in this study and make a conceptual framework to make a line study about experienced workplace incivility. Each variable used in this study is also explained in this chapter to specify the meaning of each variable concept. The purpose is to clarify the appropriate definition and conceptual variable. The theory used to build a connection to each variable used in this study is also written in this chapter.

Chapter two, this chapter is a literature review that explains the main variables of this study, which is experienced workplace incivility. The term, type, and research of workplace incivility are written in this chapter. The ground theory used for each correlation in this study identifies gaps in the past result of a survey that formulate this research's conceptual framework. The ground theory that explains in this chapter is Affective Event Theory (AET) (1996), Theory of Social Power (1959), Conservation of Resources Theory (COR) (1988), Theory of Social Exchange Theory (SET) (1964). Each explanation of ground theory consists of the definition and

conceptual definition. This chapter also shows a preview of each hypothesis's previous literature that can deliver the theoretical framework used in this study to develop each idea. An explanation of the psychological dynamic of each hypothesis in this study written and elaborated from previous research.

Chapter three, this chapter focuses on research methodology that consists of some points. At first, this chapter explains research methods using quantitative methods and describes the population and sample used for this study, which focuses on the millennial generation. This chapter explains the instruments and the process of adaptation, pilot test, and reliability validity instruments. The process of adoption of the instrument of this study is clearly explained based on the 6 Beaton steps of adaptation. The six steps are translation, synthesis, back translation, professional judgment (methodological, language expert, practical expert, and conceptual expert), pilot study with searching a respondent sample that responds to this instrument and measures statistically to show the level of level validity and reliability of the instrument. This study's data collection procedure and data analysis using PLS-SEM 3.0 also describe this in this chapter. Using the measurement of PLS-SEM 3.0 clearly explains to understand the concept of this study why using PLS-SEM.3.0 is an appropriate tool to measure the data.

Chapter four, the research result of this study is described in this chapter. Chapter four explains the respondent background and profile of the participants that get in this study. This study's descriptive statistics briefly describe this chapter and the inferential statistics using structural equation modeling using PLS-SEM 3.0 for each

hypothesis. Analysis data of this study present an assessment of the measurement models and evaluation of the structural model. The assessment of measurement models consists of a convergent validity test, discriminant validity test, and internal consistency test. Assessment of the structural model consists of the value and significance of the path coefficient, coefficient of determinations (R^2), effect size (f^2) and predictive relevance (Q^2).

Chapter five, this chapter have the discussion of each question and hypotheses of this study, theoretical, methodological, and practical implication, limitation of this study, and recommendation for future research is described in chapter five. Explanation of each hypothesis supported or not supported in this study is described and shown in this chapter with the correct reference. The hypothesis that is not supported also has clear explanations why it can not be supported in this study. Theoretical implications are contributions of research results on workplace incivility used to strengthen an existing research theory. Methodological implications describe how PLS-SEM 3.0 is a new method in analyzing the causes and consequences of experienced workplace incivility. The practical implications presented in this study are how the results of this study will be helpful in its application in Human Resource management with the realization of a comfortable work environment without uncivil behavior in employees.

1.12   Summary

Experienced workplace incivility needs to be studied more because the findings on antecedents of experienced workplace incivility are minimal, and some past studies on antecedents of experienced workplace incivility yield contradictory results. Besides that, there are different opinions on how experienced workplace incivility leads to its consequences. Previous research has no explanation for dynamic psychology; experienced workplace incivility can correlate with employees' psychological well-being and turnover intention. Thus, research projects that aim to enhance our awareness of incivility in the workplace among millennial employees should be encouraged.