

The Effect of Training, Workplace Incivility, Perceived Supervisor Support, Job Satisfaction on Organizational Identification and Their Influence on Employee Performance and Turnover Intention

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Abstract

The purpose of this study is to analyze the factors that influence employee performance and employee turnover intention with the application of factors in the form of training, workplace rudeness, perceived supervisor support, job satisfaction, and organizational identification for employees of one of the companies engaged in renewable energy in Jakarta. The data processing method uses structural equation modelling (SEM). The results are that there is no influence between training and workplace rudeness on organizational identification. There is an effect of perceived supervisor support and job satisfaction on organizational identification. There is also an influence between organizational identification on employee performance. There is no effect on employee performance on organizational identification—turnover intentions. Therefore, employee performance needs to be improved so that employee turnover does not occur. Employee performance improvement can be supported by supporting variables related to organizational identification.

Keywords

training; workplace incivility; perceived supervisor support; job satisfaction; organizational identification; employee performance; turnover intention



I. Introduction

The development of the business world in the industrial era 4.0 is very significant, marked by the increasing number of large companies, intense competition and sophisticated technological wars. The company's primary goal is to get the maximum profit. The hope is that the company's survival can be guaranteed so that it can bring goodness to the company's shareholders. Performance is one of the essential things in a company or organization where performance results from work achieved by someone in carrying out the tasks assigned to him. Employees' potential in the company supports good company performance. Therefore employee performance has a very decisive role for the company in achieving its goals because good employee performance will produce good quality. Employee performance can be defined as how far the person has implemented the organization's plans, either to achieve a specific goal related to a unique role or by demonstrating appropriate competencies. Therefore, performance is a multidimensional concept (Irmayanthi & Surya, 2020).

Human resources need to be managed professionally to create a balance between the needs of employees, the demands and capabilities of the company's organization, and the importance of quality human resources for the company's progress (Mappamiring et al.,

2020). This balance is the primary key for the company to develop productively and achieve company goals. Therefore, employees are expected to work productively and professionally. In addition, there is an awareness that the survival and growth of a company are determined by the power of money or capital and by the success of human resource management (Arfah & Aditya, 2019; Nurhilalia et al., 2019; Firman et al., 2020).

This research was conducted in a company in the field of renewable energy, which has two divisions, namely energy and construction, located in Jakarta and Kediri. The analysis is carried out with various variables to identify the impact on employee performance. Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). To help their life, people will be involved in various activities, jobs and organizations. However, the length of time people spend on these things cannot be determined for different reasons. Employees will not change or leave their jobs and organizations as long as it makes them comfortable. In the description above, it can be stated that the factors influencing employee performance and turnover intention are summarized in a conceptual framework in Figure 1.

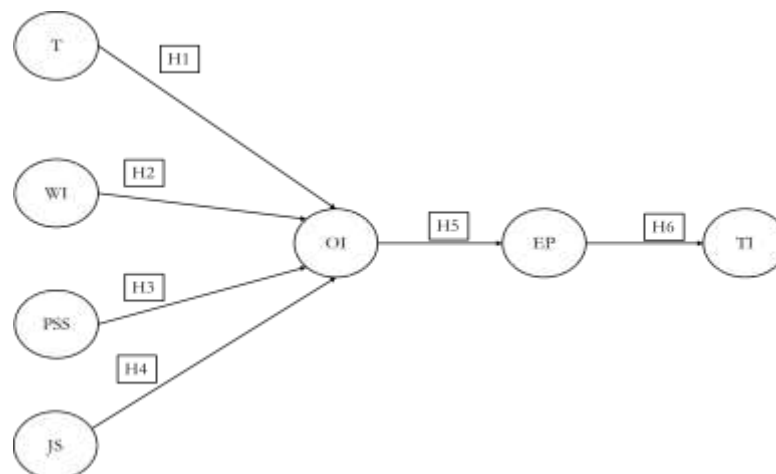


Figure 1. Conceptual Framework

Source: Antecedents of organizational identification: implications for employee performance (Syeda Wajiha Kazmi and Syeda Tuba Javaid IQRA University, Karachi, Pakistan, 2021).

II. Research Methods

This research utilizes a quantitative approach. There are seven variables in this study those variables are training, workplace incivility, perceived supervisor support, job satisfaction, organizational identification, employee performance, and turnover intention. Data was obtained by distributing questionnaires using the Google Forms platform. Data collection was carried out from July 5, 2022, to August 1, 2022. The unit of analysis in this study, namely individual head office employees at companies engaged in renewable energy, was established in Indonesia on December 31, 2018. The sample used was 102 employees. The data analysis method used Structural Equation Modeling (SEM).

III. Discussion

The research instrument test was used to express validity and reliability. Validity is related to the instrument's accuracy. At the same time, reliability is related to the accuracy and consistency of the instrument in measuring the variables to be analyzed. A validity test relates to a variable measuring what it is supposed to measure. Validity in research states the accuracy of research measuring instruments to the actual content being measured. A validity test is used to show the extent to which the measuring instrument used in a measure is what is being measured. The statement is said to be valid or not using a loading factor (Hair Jr et al., 2014). The statement is said to be valid if the loading factor value 0.50. All indicators in this study are valid because they have a factor loading value of more than 0.50.

The reliability test shows the extent to which the measurement results with the tool can be trusted. The measurement results must be reliable because they must have a level of consistency. They were testing the instrument's reliability using the Alpha Cronbach formula because the research instrument is in the form of a questionnaire and a graded scale. Instruments or statements can be reliable if the respondents' answers to their statements consistently use an indicator called Cronbach's alpha. According to (Hair Jr et al., 2010), the statement is said to be reliable when the value of Cronbach's alpha is 0.6. After being tested for validity and reliability, the indicators are tested for Goodness-of-Fits in Table 1.

Table 1. Goodness of Fit

Types of Goodness of Fit	The goodness of Fit Measure	Level of Acceptance (Hair et al., 2010)	Calculating Measure	Acceptable
Absolute Fit Measure	Chi-square	Small chi-square	2171,146	POOR FIT
	p-value	p-value \geq 0.05	0.000	POOR FIT
	RMSEA		0.097	GOOD FIT
Incremental Fit Measure	RMR	< 0.10	0.092	GOOD FIT
	NFI	< 0.10	0.542	POOR FIT
	TLI		0.687	POOR FIT
Parsimonious Fit Measure	CFI	> 0.90 or close to 1	0.704	POOR FIT
	IF	> 0.90 or close to 1	0.709	POOR FIT
	Normed Chi-square	> 0.90 or close to 1	1,947	POOR FIT
		> 0.90 or close to 1		GOOD FIT
		Lower limit: 1.0; Upper limit: 2.0/3.0 or 5.0		

Source: The results of the questionnaire were processed using AMOS 22.0.

Based on the test results on the feasibility of the above model, it is found that based on the RMSEA and RMR values, it is concluded that the goodness-of-fit model is. Therefore, the theoretical hypothesis testing can be continued.

Table 2. Hypothesis Test

Hypothesis	Coefficient	Prob	Conclusion
H1: There is an effect of training on organizational identification	-0,026	0,821	H1 is rejected
H2: There is an effect of workplace incivility on organizational identification	0,111	0,255	H2 is rejected
H3: There is an effect of perceived supervisor support on organizational identification	0,356	0,008	H3 accepted
H4: There is an effect of job satisfaction on organizational identification	0,327	0,016	H4 Accepted
H5: There is an effect of organizational identification on employee performance	0,276	0,016	H5 Accepted
H6: There is an effect of employee performance on turnover intention	-0,647	0,032	H6 is rejected

3.1 Effect of Training on Organizational Identification

Based on the results of statistical testing, it is known that the coefficient of training is -0.026, meaning that the higher the perception of training, the lower the perception of organizational identification. The test results show the prob value of 0.821 > 0.05 (alpha 5%), so it is concluded that statistically, at the 95 per cent confidence level, there is no effect of training on organizational identification. Therefore, this study shows that training does not affect organizational identity because the training carried out by employees does not affect one's feelings towards organizational identity.

3.2 The Effect of Workplace Incivility on Organizational Identification

Based on the results of statistical tests, it is known that the coefficient of workplace incivility is 0.111, meaning that the higher the perception of workplace incivility, the higher the perception of organizational identification. However, the test results showed a prob value of 0.255 > 0.05 (alpha 5%), so it was concluded statistically at the 95 per cent confidence level that workplace incivility was no effect on

organizational identification. Therefore, this study shows that workplace impoliteness does not affect organizational identification.

H3: There is an effect of perceived supervisor support on organizational identification.

Based on the results of statistical testing, it is known that the coefficient of perceived supervisor support is 0.356, meaning that the higher the perception of perceived supervisor support, the higher the perception of organizational identification. Furthermore, the test results show the prob value of $0.008 < 0.05$ (alpha 5%), so it is concluded statistically at the 95 per cent confidence level that perceived supervisor support has a positive effect on organizational identification. Therefore, ownership of the identity of the company is getting bigger.

H4: There is an effect of job satisfaction on organizational identification

Based on the results of statistical testing, it is known that the coefficient of job satisfaction is 0.327, meaning that the higher the perception of job satisfaction, the higher the perception of organizational identification. The test results show the prob value of $0.016 < 0.05$ (alpha 5%), so it is concluded statistically at the 95 per cent confidence level that job satisfaction has a positive effect on organizational identification. That job satisfaction shows that employees who are satisfied with their work will feel that the perception of ownership of their identity will be more significant in the company. H5: Terdapat pengaruh *organizational identification* terhadap *employee performance*

Based on the results of statistical testing, it is known that the coefficient of organizational identification is 0.276, meaning that the higher the perception of organizational identification, the higher the perception of employee performance. The test results show the prob value of $0.016 < 0.05$ (alpha 5%), so it is concluded statistically at the 95 per cent confidence level that organizational identification positively affects employee performance. The higher the feeling of belonging to the company, the higher the employee's performance will be.

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

Based on the results of statistical testing, it is known that the coefficient of employee performance is -0.647, meaning that the higher the perception of employee performance, the lower the perception of turnover intention. The test results show the prob value of $0.032 < 0.05$ (alpha 5%) so it is concluded statistically at the 95 percent confidence level that employee performance has a negative effect on turnover intention. This study shows that employee performance does not affect the employee's desire to leave his job. The higher the employee's performance means the less desire to leave.

IV. Conclusion

This research was conducted in one of the companies engaged in renewable energy in the Kemayoran area. This study shows that training and workplace incivility do not affect organizational identification. Perceived supervisor support and job satisfaction influence organizational identification. Training for employees, there is no support for organizational identity. Also, workplace violence does not support employees in recognizing their identity as part of the company. Different results were obtained from perceived supervisor support and job satisfaction variables supported by organizational identification. Organizational identification also supports employee performance; the more someone recognizes their

identity as part of the company, the higher the employee's work performance will be. The high employee performance does not support the turnover intention variable because the higher the employee's performance will not support the employee to leave the company.

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