The effect of passive leadership on behavioral incivility and workplace incivility of employees in Indonesia public organizations

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Article Info

ABSTRACT

The purpose of this study was to analyze the relationship between Passive Leadership variables and Behavioral Incivility, the relationship between Passive Leadership variables and Workplace Incivility and the relationship between Workplace Incivility variables and Behavioral Incivility in Indonesia public organizations. This research belongs to the type of descriptive quantitative research, namely research that aims to explain and explain descriptive information. The subjects taken in this study were 210 employee in Indonesia public organizations during the COVID-19 pandemic which were determined by the random sampling system method. Data was obtained by distributing online questionnaires with a Likert scale of 1 to 7 through social media. The analysis technique used Structural Equation Modeling (SEM) with data processing tools SmartPLS 3.0 software. The independent variable in this study is Passive Leadership, while the dependent variables are Behavioral Incivility and Workplace Incivility. The increase in the passive leadership variable does not have a significant effect on the behavioral incivility variable. There is a significant effect of passive leadership on workplace incivility in Indonesia public organizations. There is a significant influence between workplace incivility on behavioral inclusivity in Indonesia public organizations.

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Introduction

In the era of the industrial revolution 4.0, human resource management is needed to improve the effectiveness of human resources in Indonesian public organizations whose goal is to provide effective work unit organizations. The success of HR in achieving organizational goals is also inseparable from the influence and behavior of leaders in developing employees. According to Aydın Küçük (2022), the effectiveness of employees in doing their jobs depends on the influence they receive from their leaders. According to Kandade et al. (2021) A successful leader is if the leader is able to be a motivator for his subordinates by creating an atmosphere and work culture that can spur the growth and development of employee performance, and has the ability to have a positive influence on his employees to do their jobs. in accordance with the direction and goals to be achieved. Therefore, the leadership style here is very important and has a big impact on employees, but not only that, a reciprocal relationship is needed between superiors and subordinates. According to Daraba et al. (2021) leaders apply a leadership style that is favored by their subordinates, and vice versa subordinates

will be motivated so that they can improve their performance and the desired organizational goals can be achieved. According to Niswaty et al.(2019) The leadership style itself is defined as the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes, and behavior of the organization. Leadership style is the way a leader influences the behavior of subordinates, so that they are willing to work together and work productively to achieve organizational goals. According to Wader et al.,(2020) Each person's behavior or leadership style must be different according to the personality of the leader, this is what can affect employee achievement and performance which can later affect the achievement of company goals. However, not all leaders are able to encourage or motivate their employees in a positive direction.

According to Banks et al. (2016) there are leaders who expect employees to do their jobs well based on the responsibilities given, but without supervision and do not play an active role in directing employees in doing work to achieve goals. organization goals. According Busola Oluwafemi et al (2019) Leaders carry out their responsibilities, leaving employees without clear direction and coordination and forcing employees to make their own plans to implement them, and rate them according to what they feel is appropriate without standards. clear. This leadership style can be called passive leadership. Passive leadership involves a pattern of indolence exhibited by someone in a position of authority.

Examples of passive leadership include behaviors such as avoiding decisions, ignoring problems at work, and not reinforcing appropriate behaviors in the organization. A leader is said to be passive if the leader allows employees to work alone without ongoing supervision, and the leader also gives full authority to employees regarding decision-making problems in their work. According to Smith et al. (2016) passive leadership includes Management By Exception Passive (MBEP) and laissez-faire leadership. Management By Exception Passive is the leader waiting for the problem to exist and then there is a desire to fix it (Chênevert et al., 2013; Gefen et al., 2008; Horwitz et al., 2008; Jiang & Probst, 2016; Moreno-Casado et al., 2022). So that this kind of leader does not focus on problem prevention but on problem fixing, where prevention will be more efficient because the organization does not need to face high-risk problems. According to Sow & Aborbie (2018) this leadership style emphasizes more on group decisions and allows the leading group to determine their goals and methods to be achieved. In some situations, the laissez-faire leadership style can leave people feeling lost and frustrated because of the lack of guidance from superiors, so that employees often find it difficult to do or complete their work when faced with this type of leader. So that employee behavior can be affected as a result of passive leadership which causes employees to behave arbitrarily. Passive leaders generally do not take proactive steps to reward positive behavior, so employees who are well behaved and are not rewarded have no desire to repeat their good behavior. In this way, passive leaders can have an effect on deviant employee behavior, such as behavioral incivility. According to Purwanto et al (2021) Immodest behavior is human behavior that is not in accordance with proper behavior and is not in accordance with the regulations of an organization. Some examples of behavior that show impoliteness are such as coming late to work, coming home earlier than the appointed time, influencing coworkers not to attend office events, subconscious desire to hurt coworkers, not being in the office during working hours, and so on.

According to Proctor & Niemeyer (2020) put forward social learning theory that can influence other employees through employees who behave impolitely, for example when an employee sees another employee being disrespectful but not reprimanded by his superior, then the employee will dare to do the same thing and do the same. this will spread to other employees. According to Liu et al.(2020) This behavior is called experienced workplace incivility. This is what causes many employees to behave impolitely when their leader is passive, when employees are used to behaving impolitely then this will become a habit that will continue to be carried out based on experience or also called the experience of behaving impolitely. There are many public organizations in which there are several fields in which they only carry out tasks according to their respective fields. In one field there is a head of field and several employees. According to Jin et al.,(2020) There are employees who only perform their duties in front of their leaders, they not only don't do their job but often also disturb other employees who are doing their respective tasks. Not to mention when they are faced with passive leaders who don't care about the conditions of their employees, making them tend to be lazy, even though the tasks given are a responsibility that can generate their salaries and also become lessons that can make them better. and more advanced in career in the future.

The hypotheses in this study are: 1) There is a positive relationship between Passive Leadership and Behavioral Incivility in Indonesia public organizations; 2) There is a positive relationship between Passive Leadership and Workplace Incivility in Indonesia public organizations; 3) There is a positive relationship between Workplace Incivility and Behavioral Incivility in Indonesia public organizations.

Method

This research belongs to the type of explanatory quantitative research, namely research that aims to explain and explain descriptive information. The subjects taken in this study were 210 employee in Indonesia public organizations during the COVID-19 pandemic which were determined by the random sampling system method. Data was obtained by distributing online questionnaires with a Likert scale of 1 to 7 (ranges from one extreme to another, like "extremely likely" to "not at all likely.") through social media. The analysis technique used Structural Equation Modeling (SEM) with data processing tools SmartPLS 3.0 software. The independent variable in this study is Passive Leadership, while the independent variables are Behavioral Incivility and Workplace Incivility. In obtaining data and information in accordance with this study, the researcher used a questionnaire (questionnaire) given personally to the respondent as a tool to collect related data and information. A questionnaire is a pre-defined list of written questions to which the respondent will answer, usually in clearly defined alternatives.

According to Kjellevold Olsen et al. (2021) , passive leadership, which can cause impolite behavior to arise, influences behavioral incivility. Employees are greatly impacted by passive leadership since this style of leadership is characterized by a lack of concern for the people within its purview (Chênevert et al., 2013; Kjellevold Olsen et al., 2021). Employees act inappropriately as a result of this predicament, like showing up late for work, staying outside of regular working hours during business hours without doing official duties, upsetting coworkers, and other behaviors. Unintentionally, employees may behave impolitely as a result of passive leadership. Thus, it can be said that the following is the hypothesis:

H1. Passive Leadership Affects Behavioral Incivility

Based on the first premise, if there is a correlation between passive leadership and Workplace Incivility, then Bandura & Hall (2018) social learning theory suggests that rude employees can influence other employees. Consequently, the influence of leaders, supervisors, and coworkers has a significant impact on the incidence of unpleasant behavior in the workplace (Amanullah, 2021; Asad Ali & Siddiqui, 2020; Fathiizadeh & Zare, 2021). The more time remains in the day, the more employees of the organization can replicate the behavior and dare to act outside the boundaries of established standards. In conclusion, the theory might be stated as follows:

H2: Passive Leadership Influences Workplace Incivility

Miranda et al. (2020) give a detailed framework to establish the relationship between workplace incivility and behavioral incivility by utilizing social interactionist theory. Although rudeness begins when a person (such as an employee, customer, or supervisor) acts in disrespectful behavior, it is attributed to the effect of the disagreeable act and how others respond to it. Employees who have taken Workplace Incivility activities more than twice will influence the perception of other employees that this behavior is acceptable in the workplace (Miranda et al., 2020). This will have an obvious impact on the behavior of employees who merely want to be rude. In conclusion, the theory might be stated as follows:

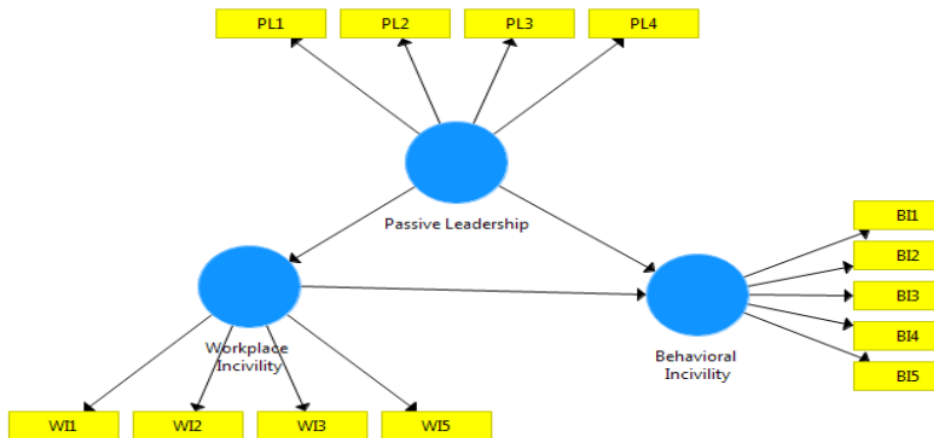H3. Behavioral incivility is influenced by workplace incivility

Figure 1. Research Model

Results and Discussions

Model Validity Test

The first stage in data analysis is to test the validity and reliability of the model. According to Purwanto et al (2021) explaining an indicator is declared valid if it has a loading factor above 0.70. Here are the results of the validity test.
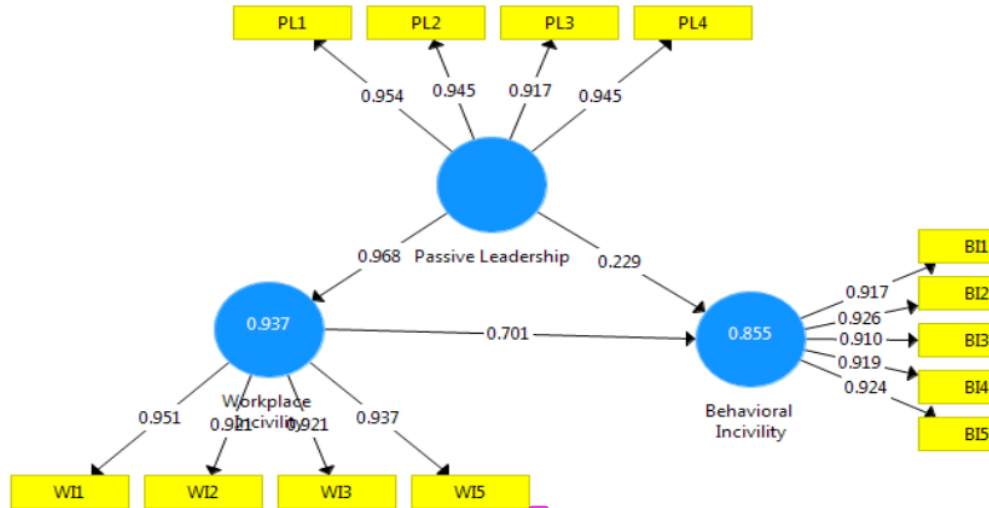
Figure 2. Validity Test After Selection

Based on Figure 2, all indicator statements are declared valid because they already have a loading factor above 0.70.

Table 1. Reliability Test

	Alpha Cronbach	rho_A	Composite Reliability	Average Extracted Variance (AVE)
Passive Leadership	0.776	0.717	0.761	0.862
Behavioral Incility	0.769	0.786	0.780	0.768
Workplace Incivility	0.877	0.814	0.863	0.783

Source: processed data (2022)

Based on the standards set by Purwanto et al (2021) in table 1, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements.

Structural Model Evaluation (Inner Model)

R-Square is used to evaluate the structural model for the independent variables/inner model, here are the results of testing the inner model

Table 2. Evaluation of the Structural Model (Inner Model)

	R box	R Square Customized
Behavioral Incility	0855	0.814
Workplace Incivility	0.937	0.923

Source: processed data (2022)

Based on table 2, the Behavioral Incivility variable can be explained by 85.5% in this model, while the remaining 14.5% is explained by other variables not discussed in this study . While the Workplace Incivility variable can be explained by 93.7% by this research model, while the remaining 6.3% is explained by other variables not discussed in this study.

Hypothesis test
The following are the results of data processing for hypothesis testing using the PLS Bootstraping method.
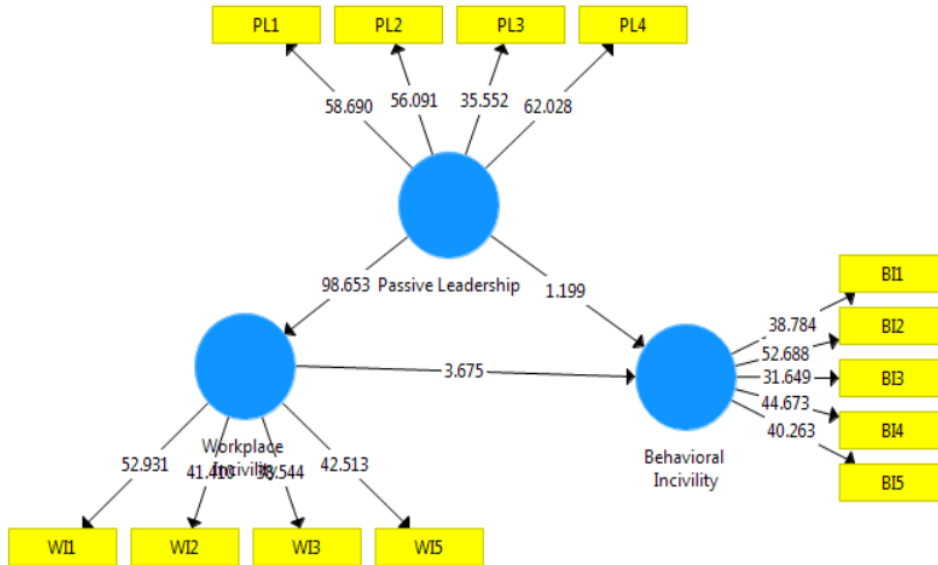

Figure 3. PLS Bootstrap

The following table is presented to clarify the description of the hypothesis test above.

Table 3. Hypothesis Test

	Original Sample (O)	T statistics	P value	Result
Passive Leadership -> Behavioral Incility	0.229	1,199	0.231	Not supported
Passive Leadership->Workplace Incivility	0.968	98.653	0.000	Supported
Workplace Incivility->Behavioral Incivility	0.701	3.675	0.002	Supported

Relationship between Passive Leadership and Behavioral Incivility
Based on the results of data analysis, it was found that the p value of 0.231 > 0.050 so that it was concluded that there was an insignificant effect between Passive Leadership on Behavioral Incivility in Indonesia public organizations. The increase in the Passive Leadership variable does not have a significant effect on the Behavioral Incivility variable in Indonesia public organizations. This result is not in line with research by Baig & Zaid (2020); Miranda et al., (2020); Bandura & Hall (2018); Asad Ali & Siddiqui (2020) which states that Passive Leadership does not have a significant effect on the Behavioral Incivility variable. The results of this study indicate that passive leadership has a significant effect on behavioral incivility and experienced workplace incivility. Passive leadership is a bad leader trait to be applied to Indonesia public organizations. Because employees are more likely to engage in impolite behavior. Therefore, so that employees can reduce impolite behavior, it is better for leaders to be able to reduce their passive nature to be more active and be able to pay attention to the behavior of each employee. A passive leader which in theory is laissez-faire leadership that can be applied to companies where the leader and employees have the same final education and experience, then the passive leader can let his employees make their own decisions within the company.

Relationship between Passive Leadership and Workplace Incivility
Based on the results of data analysis, it was found that the p value value was 0.000 < 0.050 so it was concluded that there was a significant influence between Passive Leadership on Workplace Incivility in Indonesia public organizations. The increase in the Passive Leadership variable has a significant effect on the Workplace Incivility variable in Indonesia public organizations. These results are in line with research by Ahmed (2020); Azam (2018) which states that Passive Leadership has a significant influence on the Workplace Incivility variable. The results of this study also show that experienced workplace incivility can strengthen its influence

between passive leadership and Behavioral incivility is therefore expected of employees not to engage in impolite behavior that can affect other employees in the workplace. And it is hoped that leaders from each field will pay more attention to the behavior of each member who has started to deviate, so that employees will no longer commit many violations so that they can improve performance.

Relationship between Workplace Incivility and Behavioral Incivility

Based on the results of data analysis, it was found that the p value of 0.002 < 0.050 so it was concluded that there was a significant effect between Workplace Incivility on Behavioral Incivility in Indonesia public organizations. The increase in the Workplace Incivility variable has a significant effect on the Behavioral Incivility variable in Indonesia public organizations. These results are in line with research by Lan et al. (2020); Naeem et al., (2020) which states that Passive Leadership has a significant influence on the Behavioral Incivility variable.

Conclusions

Based on the results of data analysis, it was found that there was no significant effect between passive leadership on behavioral incivility. The increase in the Passive Leadership variable does not have a significant effect on the behavioral incivility variable. There is a significant effect of passive leadership on workplace incivility in Indonesia public organizations. There is a significant influence between workplace incivility on behavioral incivility in Indonesia public organizations. The results of this study indicate that passive leadership has a significant effect on behavioral incivility and experienced workplace incivility. Passive leadership is a bad leader trait to be applied to public organizations. Because employees are more likely to engage in impolite behavior. Therefore, so that employees can reduce impolite behavior, it is better for leaders to be able to reduce their passive nature to be more active and be able to pay attention to the behavior of each employee. A passive leader which in theory is laissez-faire leadership that can be applied to companies where the leader and employees have the same final education and experience, then the passive leader can let his employees make their own decisions within the public.

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