The Role of Perceived Leader and Organizational Control Effectively to Diminish Cyber Incivility and Workplace Deviance at Work

Kirana R Ririh[1*], B Cahyadi[1], Nur Y Hidayah[1], Anggina S Sundari[1], and Deshinta R Ningtyas[1]

[1] Department of Industrial Engineering, Faculty of Engineering Pancasila University
kirana.ririh@univpancasila.ac.id

Abstract. This research examined impact of perceived leader and organizational control to cyber incivility and workplace deviance, as important factor to job satisfaction. Using purposive sampling, data were gathered through 177 workers from public and private companies in Greater Jakarta. The result of Structual Equation Modelling calculation showed that leader and organizational control has no relationship to cyber incivility. But it significantly increased workplace deviance. Workers who experienced cyber incivility tend to have low job satisfaction and have more workplace deviance as stress relieves. It is also important for companies not to forbid deviance in the workplace as long as work performance can be achieved, since workplace deviance can increase job satisfaction.
Keywords: Organizational control, cyber incivility, workplace deviance, job satisfaction

1. Introduction

Communication technologies such have been developing rapidly in the last decade. Supported by a vast spreading of internet usage, the technologies changed the way of communication in the workplace [7]. Emails and chat messenger successfully increased efficiency and needed less space in workplace. In addition, these type of communication became preferable amongst workers. Using emails and chat messenger to communicate had pro and contra. The arised level of dependency and reliance to internet allowed people to do incivilities. In particular, unproper sentences often appeared and subordinates merely had work time-off since the leader could texted them through messenger anytime.

[5] stated that advanced technology communication can cause incivility because people started to think that impersonal contact did not need courteous interaction and they did not have time to act 'nice'. But still less research about incivility through messenger or cyber incivility in the workplace, although that impolite chattings and electronic mails may add negative effect on interpersonal interaction. On the other hand, perceived control by leader is believed to less the deviance and incivility at work. Meanwhile deviance at work was still ambiguous Cyber incivility defines as violation of mutual respect in the workplace through communicative behavior using electronic devices. Sometimes people did not realize that they already did an insulting behavior. A cyber incivility could arise from a joking email or making funny of coworkers. Although the intention to insult may be ambiguous, excessive effect of an uncivil communicative behavior can not be ignored [1]. Recently, most website users confess to using their electronic communication such as social media and chat messenger to assault people inside or outside of the office. Victims of cyber incivility are reported to have low self esteem, stress, not interesting to help coworkers, less work efforts, and decrease their contribution to organization. In the end it could low the job satisfaction. A former study

showed that some companies had high turn over rates due to job dissatisfaction that caused by communicative violance [9]. This research examine perceived leader and organizational control on cyber incivility and workplace deviance, and how it can affect the job satisfaction. Cyber incivility may formed in many ways but in this context we only used email content and chat message.

1.1. Perceived Leader and Organizational Control, cyber incivility, and workplace deviance
Perceived control treated as well-evaluated variable by workers. Leader or organization with strong span of control is positively related to member's satisfaction, morale, and loyalty [3]. Leadership also defined as interaction that depends on physical adjacency. In return, a strong leadership may generate positive obedience amongst employees to respect the rules [5]. According from previous studies showed that positive perceived leader and organizational control may avoid deviance and misconduct, thus, the two first hypothesis are :

H1a. Perceived Leader and Organizational Control has a negative causal relationship with Cyber Incivility.

H1b. Perceived Leader and Organizational Control has a negative causal relationship with Workplace Deviance

1.2. Cyber Incivility, workplace deviance, and job satisfaction
Previous studies explained that rudeness and missbehaviour at work, including email abuse, may cause stresses. These action harmed individual' trust and organizational commitment. When employees or workers treated unfair, they may lower their satisfaction to the job and the company [10]. The worst is when workers feel unwell-treated, they could act in a detrimental way to organization. They will avoid the task and do not even care to achieve performance [8-9]. In example, employees made an excuse to use internet to surf personal things in work hours. When emplyees suffered higher stress, the higher desires they had to do deviance at work [8]. Therefore, in this two second hypothesis are:

H2a. Cyber Incivility has a negative causal relationship with Job Satisfaction

H2b. Cyber Incivility has a positive causal relationship with Workplace Deviance

Workplace deviance refers to attitude that violate organization rules and norms (eg. Coming late to work, using office facilities for personal needs, sarcasm jokes, etc). Deviance at work has been discussed for decades. But along the vast development of technology allowance to work deviance has been changed. Internet helped employees to work anywhere and anytime they want. And less the time to do face-to-face conversation [2]. Employees or workers could finish the task from home, and allowed to come late as long as their work done. Meetings can be held through video conference. Some studies said that people with flexible work time had higher satisfaction of their job. Company that tolerated employees in balancing their work and life is become desirable place to work especially for women employees [3]. Millenial employees tend to have more workload since their asked by the boss not just about work task but also to help finish miscellanous things that unrelated to work (example surveying news or help to book tickets). Late studies stated that ten percent of work time must be allocated to do discussion or have a rest to low work stress. One of big company, like Google, let their employees to have playground so the employees can generate brilliant ideas. Because it was believed that unattractive workplace may cause low intention to work that would harm job satisfaction [2-3]. Thus, our third hypothesis is:

H3. Workplace Deviance has a positive causal relationship with Job Satisfaction

2. Method
This section contains sampling procedures and measurement of each variables in the research model

2.1. Sample and Procedures
The population of this research is employees of public and private companies througout Greater Jakarta (Jabodetabek). 200 data were gathered by using purposive sampling from private and public company employees in Jakarta. Questionnaires were sent through email. Prior to screening phase, employees must have at least 1 year working period in the company they work for. After response validation and verification process, we found that only 177 valid data (response rate of 88.5%). This response rate is comparable with similar studies of negative behavior at workplace. 58 respondents were female workers and 119 respondents were male workers. Average period of respondent's work experience was 1 year until 3 years. Mostly respondent hold a bachelor degree (44.07%), and it is slightly different with high school graduate respondent (41.24%). Most of respondent worked for private companies (85.88%) and the rest worked for public companies (14.12%). 50.85% respondent stated that their income ranged 4 million rupiahs to 8.9 million rupiahs. And most respondent reported that they posed staff level in their company (71.19%)

2.2. Measurement
This research utilized one screening question, 29 developed items to measure four latent variables, and five questions to evaluate demographic characteristics. The screening question is applied to fulfill criteria of purposive sample in this research. Instruments were adapted from various previous researches. Question items to measure Perceived Leader and Organizational Control were developed from a study by [1] to adjust the research theme. In this research, survey items of Cyber Incivility were adopted with minor change from [7]. Meanwhile, items to evaluate Workplace Deviance and Job Satisfaction were developed from a research by [9]. These items were used originally to measure workplace deviance and job satisfaction among workers who often utilized virtual workplace (e.g. email, internet, and virtual conference or meeting) to support their work. All items were scored on a six-point scale that ranged from 1-Never to 6-Everyday (Cyber Incivility and Workplace Deviance measurements) and from 1-Strongly Disagree to 6-strongly agree (Perceived Leader-Organization Control and Job Satisfaction measurements). The table 1 below shows the operational definition of each variables in the structural research model.

Table 1. Operational Definition of Each Variables in Structural Model

No.	Variable	Operational Definition
1.	Perceived Leader and Organizational Control in workplace	Perception of workers to leader and organization power of managing work activities and communication properly
2.	Cyber Incivility in workplace	Perception of workers to uncivil behavior, mistreatment, and bullying through electronic communication that violate workplace norms
3.	Workplace Deviance	Intended negative and unproductive behavior in the workplace which unrelated to work activities and can reduce work performances
4.	Job Satisfaction in workplace	An emotional state that relates to appraisal of one's job and extent to a preference whether like or not like the job

For measurement of each items and latent variables in structural model, this research used SmartPLS 3. And descriptive analysis of respondent's characteristic were analyzed using SPSS.

2.3. Reliability and Validity

Validity analysis was conducted by using factor loadings in the outer loading value of PLS output. Suggested by Hu and Bentler (1998), cut-off criteria of factor loading was equal to or higher than 0.5. First calculation found that there were items less than 0.5, PLOC1 (0.424) and PLOC2 (0.437) therefore this study had to exclude PLOC1 and PLOC2 in the second validity calculation. The second validity measurement explained that all item factor loadings already exceeded 0.5 as shown in the Table 2 below. Afterall, in conducting reliability test, this research applied value of Cronbach's α with minimum of 0.7 (Hu and Bentler, 1998). The result from four latent variables confirms that 27 items in the measurement is valid and reliable according to both criterias. Table 2 depicts overall result of Cronbach's α and Factor Loading of all 27 items.

Table 2. Validity and Reliability Test.

Variable	Items	Factor Loading	Cronbach's α
Perceived Leader and Organizational Control	PLOC3	0.636	0.820
	PLOC4	0.593	
	PLOC5	0.653	
	PLOC6	0.787	
	PLOC7	0.810	
	PLOC8	0.709	
Cyber Incivility	CI1	0.697	0.857
	CI2	0.889	
	CI3	0.905	
	CI4	0.897	
	CI5	0.677	
	CI6	0.831	
	CI7	0.803	
	CI8	0.794	
	CI9	0.851	
	CI10	0.872	
Workplace Deviance	WPD1	0.828	0.913
	WPD2	0.883	
	WPD3	0.808	
	WPD4	0.839	
	WPD5	0.858	
Job Satisfaction	JS1	0.807	0.802
	JS2	0.786	
	JS3	0.808	
	JS4	0.828	
	JS5	0.875	
	JS6	0.832	

3. Analysis and Results

This section provides sample characteristics and the result of hypotheses test. Sample characteristics was calculated with SPSS meanwhile the hypotheses test gathered from PLS software.

3.1. Sample Characteristic

Previous section already mentioned that only 177 responses were valid to continue the items measurement. Sample characteristics of the 177 valid responses are explained in this section. Invalid Questionnaires were excluded, these questionnaires did not pass the screening test or had missing values. Most of respondent worked for private company (152 respondent), and only 14.12% respondent (25 workers) worked for public company. The number of male workers dominated the amount of female workers (119 respondent and 58 respondent, consecutively) both in private and public company.

Table 3. Cross Tabulation between Gender of Workers and Type of Company.

Gender	Company		Total	Percentage
	Public	Private		
Male	19	100	119	67.24%
Female	6	52	58	32.76%
Total	25	152	177	100%
Percentage	14.12%	85.88%	100%	

This research also classified respondent's level of position in each type of companies. Non-staff level workers were usually hired from outsourcing company and not stated in organizational structure, such as cleaning service, security, and many more. Meanwhile, staff level was defined as workers who hired directly by the company and had position in organizational structure. Table 4 showed that most respondent had position level of staff (71.19%) and 29 respondent stated having a managerial position. Only 12.43% respondent worked as non-staff.

Table 4. Cross Tabulation between Level of Workers and Type of Company.

Position level	Company		Total	Percentage
	Public	Private		
Non-staff	3	19	22	12.43%
Staff	18	108	126	71.19%
Managerial	4	25	29	16.38%
Total	25	152	177	100%
Percentage	14.12%	85.88%	100%	

Furthermore, the usage of electronic communication was also examined. The electronic communication usage in this research was explained as duration of using emails, chat group or messenger and other non-conventional communications. The usage of electronic communication grouped into 4 categories. And each categories was cross-tabulated with position level of workers. Most respondent (which about 60 respondent worked as staff) reported that they used electronic communication for 8-12 hours (44.07%). And only 5.09% reported that they had more than 12 hours to use electronic communication (mostly the respondent who worked in managerial level)

Table 5. Cross Tabulation between Position Level of Workers and Level of Education.

Position level	Company				Total	Percentage
	Less than 3 hours	3-7 hours	8-12 hours	More than 12 hours		
Non-staff	18	1	3	0	22	12.43%
Staff	48	14	60	4	126	71.19%
Managerial	7	2	15	5	29	16.38%
Total	73	17	78	9	177	100%
Percentage	41.24%	9.60%	44.07%	5.09%	100%	

Years of working period and position level were also examined. This research classified years of working period into four categories which range one to more than 10 years. Cross tabulation was applied to correlate each class of position level with work experiences or years of working period. The largest group of years of working period is one to three years (55.93%) and 69 respondent who posed as staff included in this group. The detail is shown in Table 6.

Table 6. Cross Tabulation between Position Level of Workers and Level of Education.

| Position level	Years of working period				Total	Percentage
	1-3 years	4-7 years	8-10 years	> 10 years		
Non-staff	18	2	2	0	22	12.43%
Staff	69	45	7	5	126	71.19%
Managerial	12	7	3	7	29	16.38%
Total	99	54	12	12	177	100%
Percentage	55.93%	30.51%	6.78%	6.78%	100%	

3.2. Hypotheses Test

Eventually, research analysis goes into hypothesis test. Path Analysis is employed to examine five hypothesis in the structural model. Path analysis is the forerunner of structural equation modelling (SEM), the similarity is shown through its statistics. The difference is the character of the variables which SEM assess relationships between latent variables meanwhile path analysis assess relationship between observed variables. By using path analysis, path coefficient between variables and R-square of endogen variables can be figured out. Value of relationship coefficient between variables is shown in Table 8. Meanwhile, goodness of fit from formulated model showed goodfit statistics. The approximate fit indices can be analyzed through Strandardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). Henseler et al. (2014) convinced that the SRMR as a goodness of fit measure for PLS-SEM that can be used to avoid model misspecification. The SRMR value of the structural model is 0.07. an SRMR value less than 0.08 is considered as a good fit (Hu and Bentler, 1999). The NFI value of 0.93, which exceeds more than 0.90, represents an acceptable fit (Lohmöller ,1989). Chi-Square of this research model is 504.90. Furthermore, the RMS_theta indicates that a well-fitting structural model (0.09 < 1.12).

Table 8. Structural Model Measurement.

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Value
CI → JS	-0.34	-0.36	0.08	4.53	0.00
CI → WPD	0.18	0.18	0.09	2.10	0.04
PLOC → CI	-0.17	-0.18	0.17	1.03	0.31
PLOC → WPD	0.36	0.37	0.15	2.35	0.02
WPD → JS	0.30	0.31	0.09	3.05	0.00

In PLS, T-Statistics show significancy of relationship between latent variables. A significant relationship has a T-Statistic of equal to or more than 2.00. On the other hand, original sample values define relationship coefficients. A negative original sample explains that there is a negative relationship between two latent variables.

In here, four tested path indicate signficant relationships (>2.00). Cyber incivility has a significant negative relationship to job satisfaction (4.53>2.00) and has a relationship coefficient of -0.34. Cyber incivility also has a significant positive relationship to workplace deviance (2.10>2.00) with the relationship coefficient of 0.18. Moreover, perceived leader and organizational control tend to have a significant positive relationship with workplace deviance (2.35>2.00) with relationship coefficient of 0.36. It is found that the result different from the research hypothesis. Finally, workplace deviance has a significant positive relationship to job satisfaction (3.05>2.00) with the relationship coefficient of 0.30. Only one hypothesis that does not have a significant relationship. Perceived leader and organizational control proven has no significant relationship to cyber incivility since the t-statistic is less than 2.00 (1.03<2.00). In general, the R-Square for cyber incivility is 0.03. This means that only 3% variation of cyber incivility can be explained by the research model. Moreover, the R-Square of job satisfaction is 0.18, hence the structural model can explain 18% variation of job satisfaction. The R-Square of workplace deviance is 0.14, therefore 14% variation of workplace deviance can be explained in this model.
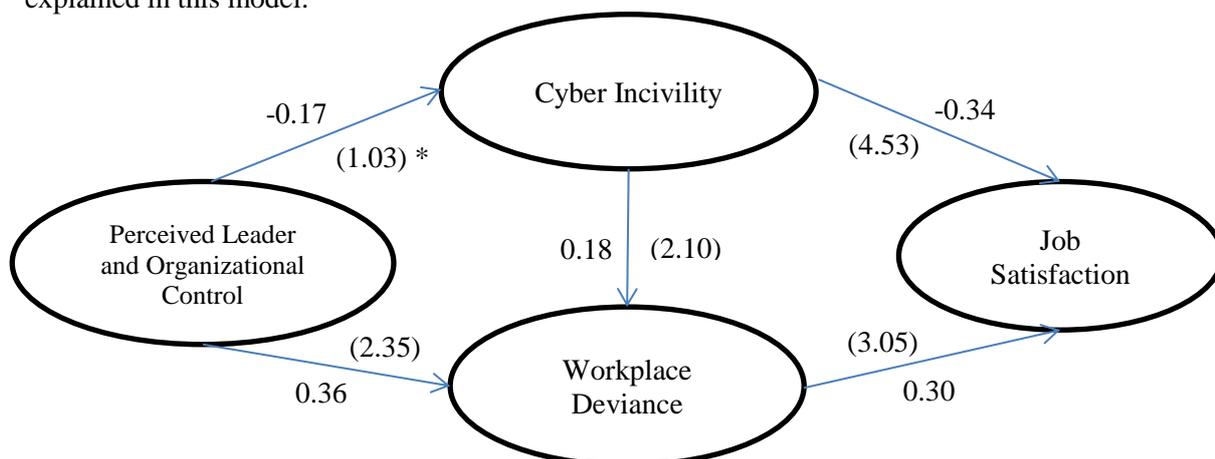
Figure 1. Summary of Model Measurement
(*) Insignificant

4. Conclusion and Suggestion
The main objective in this research is to figure out whether leader and organizational control can affect cyber incivility and workplace deviance. The research model can explain the relationship between perceived leader and organizational control, cyber incivility, and workplace deviance. Additionally, we found out how cyber incivility and workplace deviance could contribute to job satisfaction.

However, the result shows a slight different from the previous researches. Through its findings, first we found that leader and organizational control does not have a significant effect to cyber incivility and has a significant positive relationship. It means in Indonesia, especially Jakarta, control of leader and organization can not decrease or increase the cyber incivility. Most company and the workers prefer to ignore about cyber incivility since the law of cyber abuse has not been well-established. Moreover,leader and organizational control can increase workplace deviance. there is phenomenon that the closer workers sit or work with leader, the more additional task they get. This task can or can not unrelated to work. Subordinates have moral obligations to fulfill all tasks that given by their leader. In addition, cyber incivility also affects workplace deviance, but not as strong as leader and organizational control. When workers insulted by rude emails or unproper chat group conversation, they tend to use internet as a stress relieve. In result, the more cyber incivility the more workplace deviance will occur.

Second, cyber incivility definitely decrease job satisfaction but workplace deviance ,conversely,increase job satisfaction. It is proven that cyber incivility gives uncomfortable circumstances in workplace. On the other hand, workplace deviance has a positive impact to job satisfaction. Eventhough workplace deviance such using internet to watch youtube or surf personal things in some companies is straightly prohibited. But still, workers need small part of their work hours to release the stress at work. Third, workplace deviance can be compromised to rise job satisfaction. However, cyber incivility can not allowed in workplaces since it will diminish job satisfaction. In this case, leader and organizational control can not manage cyber incivility since it does not have a significant relationship. It is important to maintain level of job satisfaction since job satisfaction is one of important factors that can retain workers in a long work period. Overall, this research has several limitations to be considered. This research applied non-probabilistic sampling method, therefore generalized broader population is strictly limited. Another limitation is during this study Cyber Law has not been established therefore several work rules in workplaces must have been changed now.

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