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Systematic Journal Review: A Study of Workplace Incivility in Indonesia

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ABSTRACT

This paper examines the impact of workplace incivility on employee job satisfaction and commitment in Indonesian organizations. This study uses a Systematic Journal Review (SJR) design with a descriptive qualitative approach to integrate and analyze findings from various scientific articles related to the relationship between workplace incivility, job satisfaction, and employee commitment in Indonesia, with data collected through literature searches from trusted databases and analyzed thematically. The results of the study indicate that workplace incivility has a negative impact on employee job satisfaction and commitment. Behaviors such as insults, discrimination, and unfair treatment can reduce productivity, increase stress, and reduce employee well-being. To address these issues, an inclusive approach and support from responsive leadership are essential in creating a healthy and productive work environment.

Keywords: Employee satisfaction, Employee commitment, Systematic Journal Review, Workplace Incivility

1. Introduction

Workplace incivility, defined as rude or discourteous behavior at work, has become an increasingly prominent concern in Indonesia's professional landscape. Such behaviors include sarcastic remarks, dismissing colleagues' opinions, or passive-aggressive conduct that lacks respect, ethics, or professionalism. Despite being perceived as minor infractions, their impact on employees' psychological well-being can be profound. Research by Yuniasanti & Sari (2023) revealed a negative correlation between workplace incivility experiences and employees' psychological well-being. A study involving 40 employees found that higher levels of workplace incivility were associated with lower psychological well-being.

Research on the relationship between workplace incivility and employee satisfaction and commitment in Indonesia further highlights its detrimental effects. Malau & Prasetyo (2023) demonstrated a significant negative relationship between workplace incivility and job satisfaction, even among nurses, showing that higher levels of incivility lead to lower job satisfaction. Extending these findings, Rachmanadya & Handoyo (2022) found that emotional exhaustion partially mediates the relationship between workplace incivility and job satisfaction among Generation Y employees. Additionally, workplace incivility not only diminishes job satisfaction but also increases turnover intention, as shown by Aini & Mansyur (2024). These findings underscore the importance of management intervention in addressing incivility to enhance employee well-being and mitigate the risk of high turnover rates.

Workplace incivility can significantly impact various aspects of employee well-being and performance, including reduced job satisfaction, increased stress, burnout, and turnover intention. Handoyo et al. (2018) reported that 88% of employees in Indonesia had experienced workplace incivility, with negative repercussions on their well-being (Citra et al., 2022). Employees subjected to incivility often lose motivation,

feel undervalued, and exhibit decreased organizational commitment, potentially leading to turnover intention (N. Aini & Mansyur, 2024). Reduced job satisfaction due to incivility, as found by Arifin & Mardikaningsih (2022) and Hidayati (2023), impacts employee performance, as evidenced in the National Disaster Management Agency in Bima City. Moreover, poor workplace culture and low motivation also affect job satisfaction and employee performance, as shown by Sulistyawati (2022) in their study on the Department of Manpower and Transmigration of Riau Province (Jumani & Rianto, 2023). A negative organizational climate, including poor communication, exacerbates job insecurity, reduces motivation, and weakens employee commitment, as highlighted by Pratama et al. (2022) and Rustiawan (2023).

The adoption of strong work ethics plays a critical role in improving employees' affective commitment. Akhmadi & Hendryadi (2022) found that Islamic work ethics positively influence affective commitment. Organizations are therefore advised to adopt robust ethical values to foster a harmonious work environment and enhance employee commitment. A strong organizational culture and effective leadership styles positively affect job satisfaction, which in turn improves performance and commitment to the organization. This indicates that internal organizational factors are pivotal in shaping employee behavior and performance (Sinaga, 2021). Furthermore, research by Sholikhah & Frianto (2022) found that job satisfaction and organizational commitment significantly influence organizational citizenship behavior (OCB). Employees satisfied with their jobs tend to exhibit extra-role behaviors that benefit the organization, such as assisting colleagues and actively participating in organizational activities.

The phenomenon of workplace incivility poses a significant threat to fostering a positive work environment. Akhmadi & Hendryadi (2022) emphasized the importance of Islamic work ethics in enhancing employees' affective commitment and voice behavior, which can serve as effective strategies to prevent and mitigate negative workplace behaviors. Organizations should therefore adopt strong ethical values to create a harmonious and productive work environment. However, concerns arise that some findings may not fully align with Indonesia's organizational and workplace culture. This study seeks to bridge that gap by examining the impact of workplace incivility on employee well-being within Indonesian companies. According to research by Rahayu and Sari (2022), interpersonal conflict in the workplace, such as workplace incivility, reduces productivity and triggers excessive work stress. This study employs a quantitative approach to analyze the impacts of workplace incivility in the context of local organizations.

The increasing complexity of the workplace environment underscores the need for improved human resource management (HRM) strategies within organizations. Wahyuni et al. (2022) posited that effective HRM practices help organizations foster an adaptive work culture that responds to employee needs and market changes. Organizations must enhance their HRM strategies to create a more supportive and inclusive work environment. Sari & Setiawan (2022) demonstrated that an inclusive work environment positively impacts job satisfaction while reducing inter-employee conflicts.

A systematic journal review is a relevant method for understanding the relationships between workplace incivility, job satisfaction, and employee commitment in Indonesia. This approach enables researchers to systematically identify relevant studies on the topic, providing a robust foundation for explaining workplace phenomena. This systematic journal review examines the impact of workplace incivility on employee job satisfaction and commitment in Indonesian organizations.

Moreover, this approach allows for a more comprehensive interpretation of research findings by considering various contextual variables that may influence the relationships between workplace incivility, job satisfaction, and employee commitment. For example, organizational culture, leadership styles, and workplace norms in Indonesia could mediate or moderate these relationships. The findings of this systematic journal review can offer valuable recommendations to organizational leaders in Indonesia for creating more positive work environments. A deeper understanding of the impacts of workplace incivility on job satisfaction and employee commitment can guide organizations in designing more effective policies and interventions. Thus, this approach is not only beneficial for academic purposes but also has practical implications for improving employee productivity and well-being.

2. Literature Review

2.1. Workplace Incivility

Workplace incivility refers to rude or inappropriate behavior occurring in the workplace, including actions that diminish respect, such as excessive criticism, disregarding employees' contributions, or intolerance towards differences (Rai, 2022). This study focuses on how such attitudes can negatively impact the workplace climate, affect employees' psychological well-being, and reduce productivity (N. Sari & Wahyudi, 2022). Uncivil behavior in the workplace can undermine trust among employees and create an uncomfortable environment (L. Pratiwi, 2022). A decline in employee productivity often arises from conflicts triggered by workplace incivility, leading to stress and a lack of focus (Jaya, 2022).

2.2. Employee Satisfaction

Employee satisfaction refers to the extent to which employees are satisfied with their jobs, including aspects such as work-life balance, compensation, development opportunities, and the work environment. According to researchers (Aini & Hamzah, 2022), a good work-life balance contributes significantly to the level of employee satisfaction in the work environment. The influence of employee satisfaction is closely related to interactions in the workplace, including the experience of workplace incivility which affects emotional aspects and interpersonal relationships. Research by Sari & Indra (2022) shows that workplace incivility has a negative impact on employee satisfaction, causing emotional tension and reducing the quality of work relationships. In addition, fair and transparent compensation is an important factor in increasing employee satisfaction. The results of a study by Rahman & Wulandari (2022) found that employees who felt that the compensation they received was in accordance with their contributions tended to be more satisfied with their jobs. A supportive work environment also plays a role in increasing employee satisfaction. According to research by Pratiwi & Wijaya (2022), adequate facilities and a harmonious work atmosphere can increase employee morale and overall satisfaction.

2.3. Employee Commitment

Employee commitment is the degree to which an employee feels emotionally attached to an organization and intends to remain with the organization in the long term. According to Robbins et al. (2013), this commitment includes three main aspects: affective, normative, and continuance, which describe the depth of employee involvement with the organization (Robbins et al, 2013). Relationship with Workplace Incivility: Decreased commitment can occur due to inappropriate behavior in the workplace that creates insecurity, discomfort, and feelings of being unappreciated. Research by Nasir & Wati (2022) shows that inappropriate behavior such as bullying or discrimination can erode employees' sense of emotional attachment to the organization (Nasir & Wati, 2022).

3. Methodology
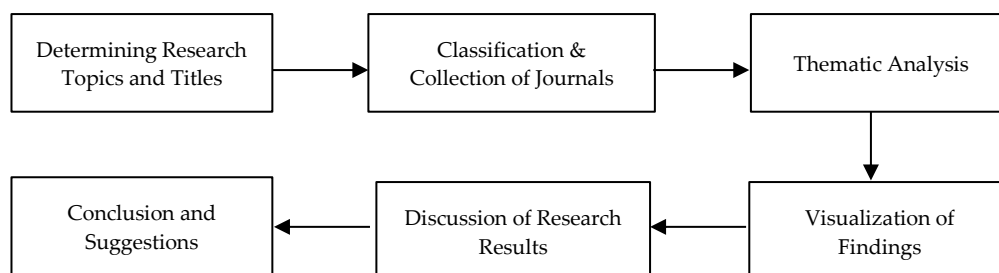
Figure 1. Procedure for Implementing Systematic Journal Review Research using a descriptive qualitative approach and thematic synthesis techniques

3.1. Research Design

This study uses a Systematic Journal Review (SJR) design to analyze the relationship between workplace incivility, job satisfaction, and employee commitment. The SJR method was chosen because it aims to integrate and analyze findings from various relevant scientific articles systematically, so that it can provide a

comprehensive understanding of the issues being studied. The steps in this research design include identifying topics, determining inclusion and exclusion criteria, searching for literature using trusted databases, evaluating article quality, and synthesizing results.

3.2. Research Sample

The sample in this study was journal articles relevant to the topic of workplace incivility, job satisfaction, and employee commitment in Indonesia. Articles were selected based on the following inclusion criteria:

1. Articles published in reputable journals (indexed by Scopus, Sinta, or other trusted databases).
2. The focus of the research is related to workplace incivility, job satisfaction, and employee commitment.
3. Articles that use data from organizations in Indonesia or studies with relevant contexts.
4. Exclusion criteria included articles that were not available in full text, were not relevant to the research variables, or did not meet the established methodological standards.

3.3. Data Collection Tools and Procedure

Data were collected through literature searches in several academic databases, such as Sinta, Scopus, PubMed, ProQuest, and Google Scholar. The search was conducted using specific keywords, such as "workplace incivility", "job satisfaction", "organizational commitment", and "Indonesia". After the search, relevant articles were screened based on abstracts, and full-text articles that met the inclusion criteria were further analyzed. The extracted data included:

1. Title and year of publication.
2. Research methods used in the article.
3. Main findings related to the relationship between workplace incivility and job satisfaction and employee commitment.

3.4. Data Analysis

The collected data were analyzed using a descriptive qualitative approach and thematic synthesis techniques. The analysis steps include:
1. Article Classification: Articles are grouped based on the type of research (quantitative, qualitative, or mixed) and the main topic.
2. Thematic Analysis: Identify the main themes that recur in the articles, such as the impact of workplace incivility on job satisfaction, employee commitment, and factors that mediate or moderate the relationship.
3. Visualization of Findings: Data are presented in the form of tables, diagrams, or graphs to facilitate interpretation.
4. Conclusion Synthesis: The results of the thematic analysis are summarized to provide an overview of the relationships between the variables studied.

4. Results and Discussion

4.1. Journal Collection and Selection

The process of collecting and selecting journals begins with identifying relevant articles using databases such as Jurnal Sinta, Scopus, PubMed, and Google Scholar. The search focused on keywords such as "workplace incivility", "job satisfaction", "employee commitment", and "Indonesia". To increase relevance, these keywords were also combined with terms such as "systematic review" and "organizational behavior in Indonesia".

The inclusion criteria include:
1. Journals that explicitly discuss the relationship between workplace incivility, job satisfaction, and employee commitment.
2. Studies conducted in Indonesia or countries with similar work culture contexts.
3. Articles published within the last 10 years to maintain the relevance of the findings.
4. Research published in reputable journals, both national and international, with full access to data.

Then, the exclusion criteria include:
1.   Non-empirical articles, such as opinion pieces or editorials.
2.   Studies that do not provide sufficient data for analysis of relationships between variables.
3.   Studies that do not explicitly state the methodology.

From the articles found, the selection process was carried out through several stages. The first stage is an evaluation based on the title and abstract, research methods, and research results that are considered relevant. Based on the journal selection that has been carried out, it was found that most of the studies analyzed came from the business and economic sectors in Indonesia. These studies focus on the negative impacts of workplace incivility, which have a significant impact on individual aspects such as job satisfaction, as well as on organizational aspects such as employee commitment. The methodologies used in the studies varied widely, including quantitative surveys, qualitative interviews, and mixed designs that combine both approaches. These findings indicate that workplace incivility contributes to a decrease in employee well-being, which ultimately affects overall organizational productivity and performance.

4.2.   Characteristics of the Studies Reviewed

The results obtained from a systematic review of journal research on the relationship between workplace incivility, satisfaction, and employee commitment in the business and economic sectors in Indonesia. The research includes studies that analyze how workplace incivility impacts employee job satisfaction and commitment levels. The study profile involves various studies that use quantitative, qualitative, and mixed methods to examine the relationship between workplace incivility and employee work outcomes. These studies come from the business and economic sectors in Indonesia, covering various companies, government agencies, and private organizations.

This study will show that workplace incivility has different impacts depending on the sector, gender, and job level. In terms of sector, incivility is more significant in the corporate sector compared to the public and education sectors. This is due to higher job demands and a more competitive environment in the corporate sector. In addition, gender also plays an important role, where women tend to experience higher levels of incivility than men, which has a negative impact on their job satisfaction and commitment. Cultural factors and interpersonal interactions are often the main causes of these differences. Meanwhile, in the topic of job level, employees with lower positions are more susceptible to incivility compared to managers or employees with higher positions. This is related to the lack of control over the work situation and minimal support from upper management. Thus, this study provides in-depth insights into how incivility can affect employee satisfaction and commitment, and how factors such as job sector, gender, and job level play a role in determining its impact.

4.3.   Relationship between Workplace Incivility and Job Satisfaction

Research conducted by Yulita, R., and Setiawati, L. (2022) revealed that workplace incivility significantly negatively affects employee well-being, including job satisfaction. When employees experience uncivil behaviors such as insults, excessive criticism, or unfair treatment, their level of job satisfaction tends to decrease. This also contributes to increased stress, reduced motivation, and diminished organizational commitment. The study highlights the importance of fostering an inclusive and respectful work environment to enhance employee well-being and maintain high levels of job satisfaction. By reducing incivility, employees can feel more valued and motivated to contribute better to their work.

According to Rahmawati (2022) demonstrated that uncivil actions such as discrimination, excessive criticism, or disrespectful interactions can lead to discomfort and emotional instability among employees. This results in decreased motivation, ultimately affecting their job satisfaction. Additionally, a non-conducive work environment caused by incivility creates an unhealthy atmosphere, lowering morale and hindering performance target achievement. Rahmawati also noted that the decline in productivity caused by incivility impacts not only individual well-being but also the overall performance of the organization.

According to Haryanti (2022) found that workplace incivility leads to a decrease in job satisfaction due to feelings of being undervalued, discomfort, and pressure caused by unprofessional behavior. Employees who experience such environments tend to feel dissatisfied, ultimately affecting their productivity and performance. Furthermore, the study revealed that a work environment rife with incivility increases stress, causes burnout, and contributes to turnover intentions. This underscores the importance of creating a supportive work environment where effective communication and mutual respect are the foundation for improving employee satisfaction and well-being.

According to Siti (2022), incivility disrupts employees' emotional balance, negatively impacting their mental well-being and job satisfaction. Employees subjected to uncivil treatment often feel undervalued, lose motivation, and lack a sense of security in the workplace, exacerbating the overall work atmosphere. Incivility also contributes to increased stress and burnout, affecting individual and team productivity and performance. The emotional imbalance caused by incivility creates a less conducive work environment, potentially increasing employees' intention to leave the organization. Managing and reducing incidents of incivility is thus crucial for maintaining emotional balance and improving employee satisfaction and organizational commitment.

Research by Priyanti (2022) showed that employees experiencing workplace incivility tend to have lower job satisfaction compared to those who do not. Uncivil behaviors such as indifference, rude attitudes, or lack of appreciation can undermine employees' motivation and commitment, ultimately affecting their well-being. Priyanti also stated that these negative experiences create job insecurity, reducing satisfaction levels and increasing turnover likelihood. Conversely, employees who are not exposed to incivility enjoy a more supportive work environment, enhancing their motivation and maintaining higher job satisfaction.

According to Faisal (2022) identified high work pressure and poor communication as key factors contributing to workplace incivility. Excessive pressure often leads to stress, which may result in unprofessional behavior, while poor communication exacerbates the situation by creating ambiguity and conflict. Moreover, such a negative work environment reduces employee motivation, decreases job satisfaction, and heightens turnover risks. These factors add complexity to efforts to create a healthy and inclusive organizational culture. Faisal emphasized that a non-conducive work environment worsens employees' negative attitudes, such as dissatisfaction and loss of commitment to organizational goals. This condition not only affects individual well-being but also impacts overall organizational efficiency and productivity. Addressing these factors through better stress management, effective communication, and fostering a positive work culture is therefore essential.

A corporate culture that does not value ethical and inclusive norms may contribute to the rise of workplace incivility. According to Dewi & Mansyur (2022), such a culture tends to create an unsupportive environment where uncivil behaviors are more likely to emerge, ultimately negatively affecting employees' job satisfaction. This incivility reduces motivation, lowers commitment, and increases job insecurity, potentially harming overall employee well-being.

According to Fitria (2022) suggested that inclusive management approaches and open communication can effectively reduce workplace incivility. By creating a supportive environment where employees feel valued and heard, organizations can enhance job satisfaction and reduce stress often caused by uncivil behaviors. This approach not only improves employee well-being but also strengthens organizational commitment. Additionally, implementing training and development programs focused on social skills and conflict management is crucial. Such programs can help employees understand the importance of maintaining healthy workplace relationships and provide tools for handling situations that may trigger uncivil behaviors. Consequently, organizations can create a more productive and harmonious work environment for all team members. Age and work experience play a significant role in shaping employees' responses to workplace incivility. Abdullah (2022) explained that as employees age and gain more experience, they tend to handle uncivil situations more maturely, which correlates with their level of job satisfaction. Extensive experience enables them to manage stress and respond to such incidents better, thereby maintaining a balance between job satisfaction and productivity. The study also revealed that more experienced employees are generally more capable of maintaining professionalism even when faced with uncivil behaviors. Conversely, younger

employees with less work experience may be more vulnerable to the negative impacts of incivility, which can affect their motivation, commitment, and well-being at work.

The role of education and training is crucial in reducing the prevalence of workplace incivility. According to Budiarti (2022), educational and training programs focused on social awareness and healthy communication can enhance understanding of the importance of respectful behavior and support a more positive work environment. This not only helps reduce uncivil behaviors but also boosts employees' job satisfaction. By improving social awareness, employees are better equipped to manage healthy interactions and build stronger workplace relationships, ultimately enhancing organizational productivity and performance.

Table 1. Results of the Systematic Journal Review Recapitulation from the Chapter on the Relationship between Workplace Incivility and Job Satisfaction

No	Researcher(s)	Research Title	Variables Studied	Research Method Used	Research Findings
1	Aini & Mansyur (2024)	The Role of Workplace Incivility and Organizational Commitment in Turnover Intention	Workplace incivility, turnover intention, organizational commitment	Quantitative	Workplace incivility significantly affects the increase in turnover intention. Organizational commitment acts as a preventive factor.
2	Astari (2024)	The Effect of Workplace Incivility on Job Satisfaction with Emotional Exhaustion as a Mediating Variable	Workplace incivility, job satisfaction, emotional exhaustion	Quantitative	Workplace incivility negatively impacts job satisfaction, with emotional exhaustion as the primary mediator.
3	Rachmanadya & Handoyo (2022)	The Effect of Workplace Incivility on Job Satisfaction Among Millennial Employees with Emotional Exhaustion as a Mediator	Workplace incivility, job satisfaction, emotional exhaustion	Quantitative	Similar findings to previous studies indicate that workplace incivility worsens job satisfaction, with emotional exhaustion as a mediator.
4	Rachma (2021)	The Relationship Between Workplace Incivility Behavior and Subjective Well-Being Among Employees of CV	Workplace incivility, subjective well-being	Quantitative	Incivility negatively correlates with employees' subjective well-being, implying a decrease in job satisfaction.
5	Meisie (2022)	The Relationship Between Workplace Incivility and Turnover Intention Among Working-Class Students at Mercu Buana University, Yogyakarta	Workplace incivility, turnover intention	Quantitative	The study shows a significant relationship between workplace incivility and an increase in turnover intention among working-class students.
6	Fauzan & Salendu (2021)	The Relationship Between Workplace Incivility and Turnover Intention, with Grit as a Moderator	Workplace incivility, turnover intention, grit	Quantitative	Grit serves as a moderator, reducing the negative impact of workplace incivility on turnover intention.
7	Hendryadi & Zannati (2018)	The Relationship Between Workplace Incivility and Turnover Intention: The Moderating Effect of Gender	Workplace incivility, turnover intention, gender	Quantitative	The study finds that gender moderates the relationship between workplace incivility and turnover intention. Men are more vulnerable to negative effects.

8	Barage & Sudarusman (2022)	The Influence of Work-Life Balance, Work Stress, and Job Satisfaction on Turnover Intention (A Study on Millennial Workers in Yogyakarta)	Work-life balance, work stress, job satisfaction, turnover intention	Quantitative	Work-life balance and work stress significantly impact job satisfaction and turnover intention, although not directly related to workplace incivility.
9	Dewi & Mansyur (2022)	Turnover Intention: Effect of Leadership Style and Reward	Leadership style, reward, turnover intention	Quantitative	The study adds that leadership style and reward play a role in mitigating the negative effects of workplace incivility on turnover intention.
10	Finthariasari et al. (2020)	The Influence of Work-Family Conflict on Turnover Intention Through Organizational Commitment	Work-family conflict, organizational commitment, turnover intention	Quantitative	Work-family conflict contributes to increased turnover intention through reduced organizational commitment, although it is not directly influenced by workplace incivility.

4.4. The Relationship between Workplace Incivility and Employee Commitment

Numerous studies have shown that workplace incivility has a significant negative impact on employee commitment. A study by Junaidi & Fatma (2022) revealed that workplace incivility can decrease work productivity as employees feel uncomfortable and are unable to focus on their tasks. Such uncivil behavior in the workplace often leads to prolonged stress, disrupts emotional balance, and reduces employees' motivation to perform optimally. Moreover, research by Handoyo et al. (2018) indicated that experiences of workplace incivility can diminish job satisfaction and trigger insecurity, ultimately impacting employees' commitment to the organization. This contributes to an increased turnover intention, which poses a serious challenge to the sustainability of organizations.

Employee commitment to an organization is greatly influenced by the work environment they encounter. Uncivil or unprofessional behavior, as explained by Herlina (2022), can create disharmony in workplace relationships. This results in reduced employee motivation and loyalty, which negatively affect productivity and overall well-being. An unsupportive work environment can heighten tensions among employees, ultimately influencing their commitment to the organization. Research has demonstrated that unprofessional behavior can deteriorate workplace relationships, reducing respect and mutual trust among team members. This, in turn, hampers effective collaboration and loyalty toward the shared organizational goals.

An organizational culture that fosters openness and healthy communication can significantly reduce the prevalence of workplace incivility. Research by Hadi & Rizki (2022) highlighted that organizations emphasizing inclusivity tend to have lower levels of incivility. This is because inclusive work environments promote mutual respect and better collaboration among employees. Additionally, open communication enables employees to better understand one another's needs, thereby reducing tensions and conflicts that could lead to incivility. Furthermore, a healthy work culture not only mitigates incivility but also enhances job satisfaction and employee commitment to the organization. In this context, it is crucial for organizations to consistently strengthen positive values such as empathy, honesty, and teamwork to create an environment that supports employees' overall well-being.

Employees who frequently encounter uncivil behavior in the workplace are likely to experience a decline in motivation and commitment to the organization. This contributes to an increased intention to leave the company. According to Sari & Triyanto (2022), high turnover rates are often associated with elevated levels of incivility in the workplace. Employees subjected to uncivil behavior feel undervalued and disengaged from work processes, ultimately affecting their emotional and professional stability.

Research by Putri & Sudirman (2022) revealed that workplace incivility significantly impacts employee well-being, including decreased motivation, job satisfaction, and organizational commitment. To address this issue, it is essential to implement training programs focused on raising awareness about the importance of civility in the workplace and strict policies to manage uncivil behavior. These efforts aim to create a more conducive work environment, which in turn enhances employee well-being and preserves organizational integrity. This study also emphasized that beyond training, strict supervision of policy implementation is necessary. This ensures that all employees understand and adhere to established behavioral standards. These measures are expected to reduce workplace incivility, thereby fostering a healthy and productive work environment for all employees.

Uncivil behavior in the workplace, such as discrimination, insults, or intimidation, can have a significant negative impact on employee commitment. According to Widya & Saputra (2022), employees who experience such behavior tend to exhibit lower loyalty to their organization. They often feel undervalued and less motivated, leading to decreased productivity and increased turnover intentions. Moreover, an unhealthy work environment can create job insecurity, thereby affecting employees' mental and physical well-being. The decline in job satisfaction caused by uncivil behavior also negatively affects individual and team performance. Research suggests that a negative workplace culture hinders collaboration, worsens the work atmosphere, and reduces employee motivation. Consequently, organizational performance may suffer, and employees' commitment to the company's shared goals diminishes. Over time, this may create a vicious cycle that is difficult to break without effective interventions to foster a more inclusive and supportive work environment.

Effective leadership plays a crucial role in creating a healthy work environment and reducing the level of incivility. Leaders who actively address uncivil behavior can help improve employees' commitment to the organization. Research by Riswandi & Isma (2022) indicated that an inclusive approach and attention to employee well-being can enhance motivation and mitigate the negative effects of workplace incivility. Therefore, leadership that is responsive to employees' needs will foster a more harmonious and productive workplace.

Research by Amalia & Wijaya (2022) demonstrated that workplace incivility significantly impacts employees' psychological well-being. This results in decreased well-being, contributing to job burnout and reduced organizational commitment. Employees who frequently encounter uncivil behavior often feel undervalued, ultimately affecting their motivation and increasing the likelihood of job transitions. Additionally, an unhealthy workplace culture creates an unsupportive environment, increasing the risk of turnover, which adversely affects the organization's overall performance.

Table 2. Results of the Systematic Journal Review Recapitulation from the Chapter on the Relationship between Workplace Incivility and Employee Commitment

No	Researcher(s)	Research Title	Variables Studied	Research Methodology	Research Findings
1	Junaidi & Fatma (2022)	Workplace incivility and its impact on employee productivity.	Workplace Incivility, Employee Productivity	Quantitative	Workplace incivility has a significant negative impact on work productivity, reducing employee focus and motivation.
2	Herlina (2022)	The influence of professional behavior on organizational commitment.	Professional Behavior, Organizational Commitment	Quantitative	Unprofessional behavior triggers a decline in organizational commitment, reducing employee motivation and well-being.
3	Hadi & Rizki (2022)	The role of organizational culture in reducing workplace incivility.	Organizational Culture, Workplace Incivility	Quantitative	An inclusive organizational culture reduces workplace incivility levels and increases employee commitment.

4	Sari & Triyanto (2022)	Workplace incivility and employee turnover intention.	Workplace Incivility, Turnover Intention	Quantitative	High levels of incivility contribute to increased turnover intentions and reduce employee commitment.
5	Putri & Sudirman (2022)	Training and policy management for addressing workplace incivility.	Workplace Incivility, Policy Management	Quantitative	Training and strict policies reduce incivility levels, improving employee well-being and commitment.
6	Widya & Saputra (2022)	The impact of disrespectful behavior on employee commitment.	Disrespectful Behavior, Employee Commitment	Quantitative	Disrespectful behavior significantly reduces employee loyalty and productivity, increasing turnover intentions.
7	Riswandi & Isma (2022)	Leadership and workplace incivility: A study on employee commitment.	Leadership, Workplace Incivility, Commitment	Quantitative	Responsive leadership mitigates the negative impact of incivility, strengthening employee commitment.
8	Amalia & Wijaya (2022)	Long-term impact of workplace incivility on employee psychological well-being.	Workplace Incivility, Psychological Well-being	Quantitative	Workplace incivility decreases psychological well-being, negatively affecting employee commitment.

4.5. Theoretical Implications

Based on the results of the journal review analysis that has been carried out, several theoretical implications of this study can be described, namely as follows:

4.5.1. Theoretical Implications of the Relationship between Workplace Incivility and Job Satisfaction

The theoretical implications of the relationship between workplace incivility and job satisfaction are as follows:
a. Decreased Employee Welfare

Research by Yulita & Setiawati (2022) revealed that impolite actions such as insults or unfair treatment can reduce employee well-being, which has a negative impact on their job satisfaction. Employees who often experience impolite behavior tend to feel unappreciated, which ultimately reduces motivation and commitment to the organization.
b. Stress and Burnout

Rahmawati (2022) found that incivility creates emotional discomfort, which contributes to stress and work fatigue (burnout), which in turn reduces employee job satisfaction and productivity. An unconducive work environment due to incivility worsens the work atmosphere, creating instability that affects organizational performance.
c. Negative Impact on Motivation and Commitment

Haryanti (2022) stated that rude actions cause feelings of being unappreciated and excessive pressure, which negatively impacts employee motivation and commitment. This increases the risk of intention to leave the organization, thereby reducing emotional balance and work well-being.
d. Cultural and Educational Factors

Faisal (2022) emphasized that poor communication and high work pressure play a role in increasing rude behavior. To reduce incivility, an inclusive approach is needed with increased social awareness and training programs that focus on healthy communication and conflict management.
e. Influence of Age and Work Experience

Abdullah (2022) explained that more experienced employees are better able to manage rude behavior, maintain their professionalism, and maintain a balance between job satisfaction and productivity. In contrast, young employees are more susceptible to the negative impacts of incivility.

4.5.2. Theoretical Implications of the Relationship Between Workplace Incivility and Employee Commitment

The theoretical implications of the relationship between workplace incivility and employee commitment are as follows:

a. Decreased Organizational Commitment

Indifferent behavior in the workplace can reduce the sense of appreciation and respect received by employees, thereby reducing their commitment to the organization. This causes employees to feel less connected to the goals and values of the company, which has an impact on decreasing long-term loyalty.

b. Positive Correlation Between Incivility and Turnover Intention

Research shows that employees who experience incivility tend to have a higher tendency to change jobs. This suggests that workplace incivility triggers significant turnover intentions, which have an impact on organizational stability.

c. Negative Impact on Psychological Well-Being

Workplace incivility causes high stress and fatigue for employees, which directly affects their psychological well-being. This condition contributes to decreased commitment to the organization because employees feel unappreciated and emotionally unsupported.

d. Poor Organizational Communication

Research shows that poor communication due to incivility can worsen relationships between individuals in the workplace. This causes unclear goals and organizational policies that reduce clarity in carrying out tasks, which ultimately reduces employee commitment.

e. Impact on Motivation and Productivity

Employees who experience rude behavior tend to lose their work motivation. This low motivation affects productivity and quality of work results, which in turn affects the level of commitment to the organization.

f. Contribution to an Unhealthy Workplace Culture

Workplace incivility creates an unhealthy and tense work culture. This culture damages relationships between employees and creates an unsupportive work environment, thus contributing to a decrease in employee commitment to the common goals of the organization.

4.6. Practical Implications

Based on the results of the journal review analysis that has been carried out, several practical implications of this research can be outlined, namely as follows:

4.6.1. Practical Implications of the Relationship between Workplace Incivility and Job Satisfaction

a. Decreased Employee Well-Being

Research by Yulita and Setiawati (2022) shows that rude actions such as insults and unfair treatment contribute to decreased employee well-being. Employees who frequently experience rude behavior tend to feel unappreciated, leading to stress, decreased motivation, and decreased commitment to the organization.

b. Unconducive Work Environment Context

Rahmawati (2022) explains that a work environment full of incivility creates an unhealthy atmosphere that reduces work enthusiasm and hinders the achievement of performance targets. This has an impact on individual productivity and the organization as a whole.

c. The Influence of the Work Environment on Motivation and Performance

Haryanti (2022) highlights that rude actions can increase stress, cause burnout, and reduce job satisfaction, which ultimately affects employee productivity and commitment to the organization.

d. The Importance of Inclusive Communication

Faisal (2022) states that good stress management and effective communication play an important role in reducing incivility behavior. A healthier work environment helps to increase motivation and maintain high levels of job satisfaction.

e. The Effect of Age and Experience on Employee Responses

Abdullah (2022) revealed that employees with more extensive work experience are better able to manage incivility situations, thus maintaining a balance between job satisfaction and productivity.

f. Education and Training Strategies

Budiarti (2022) suggests that training programs that focus on social awareness and healthy communication can reduce acts of rudeness and increase overall employee job satisfaction.

4.6.2. Practical Implications of the Relationship Between Workplace Incivility and Employee Commitment

Based on the results of the journal review analysis that has been carried out, several practical implications of the relationship between workplace incivility and employee commitment from this study can be described, namely:

a. Decreased Productivity and Job Satisfaction

Research shows that rude behavior in the workplace can reduce employee productivity and job satisfaction. This is caused by prolonged stress and discomfort in the work environment, which reduces employees' ability to focus on their tasks (Junaidi & Fatma, 2022; Handoyo et al., 2018).

b. Increased Turnover Intention

Employees who experience rude behavior often feel unappreciated and less involved in their work, which increases the risk of turnover intention. This has an impact on employee commitment to the organization, which creates serious challenges for the sustainability of the company (Aini & Mansyur, 2024; Widya & Saputra, 2022).

c. The Role of an Inclusive Work Culture

An inclusive and supportive work culture can reduce the level of workplace incivility. A healthy and respectful environment contributes to increased employee motivation, loyalty, and well-being, which in turn strengthens their commitment to the organization (Hadi & Rizki, 2022; Riswandi & Isma, 2022).

d. Responsive Leadership

Leadership that actively addresses rude behavior helps create a harmonious work environment. Leaders who are sensitive to employee needs are able to reduce the negative impacts caused by rude behavior, thereby increasing employee well-being and productivity (Amalia & Wijaya, 2022).

4.7. Research Limitations

The limitations of this research are as follows:

1. Limitations in Research Scope: This limitation refers to the scope of the research which is limited to only a systematic journal review study. This means that the research does not include primary data from interviews or direct observations in the field.
2. Number of Journals Reviewed: The number of journals reviewed in this study may not cover all aspects or factors related to workplace incivility, which may reduce the generalizability of the results.
3. Variation of Research Methods in Reviewed Journals: The methods used in the journals analyzed may vary, so the results obtained may have various methodological biases, which affect the results of the systematic review.
4. Potential Mismatch of Study Context: Some journals may come from different countries or contexts from Indonesia, so the results need to be adjusted to the context of Indonesian culture and work environment.
5. Limited Time Duration: This research may face limitations in the limited time duration to analyze all relevant journals, which may affect the quality of the data produced.
6. Limited Data Access: Some relevant journals or data may not be fully accessible or may only be available in foreign languages, which limits the accuracy of the data analyzed.
7. Limited Focus on Psychological Aspects: The study focused more on psychological aspects such as employee satisfaction and commitment, which ignores other factors that may contribute to workplace incivility.
8. Potential Risk of Bias: There is a possibility of bias in the journal selection process or bias in the interpretation of results that could affect the validity of the study findings.
9. Lack of Long-Term Studies: Most of the studies analyzed may only focus on short-term data or cross-sectional studies, which cannot describe long-term changes in the relationship between workplace incivility and employee satisfaction and commitment.
10. Lack of Regional or Sector-Specific Studies: This study may not include a more in-depth study of a particular sector or region in Indonesia, so it cannot reflect the diversity of existing conditions.

5. Conclusion

Based on the research results obtained from this study, it can be concluded that workplace incivility has a negative impact on employee job satisfaction. Various studies have revealed that behaviors such as insults, discrimination, and unfair treatment can reduce job satisfaction levels, increase stress, and reduce commitment to the organization. Factors such as work experience, poor communication, and lack of an inclusive culture also contribute to the emergence of incivility. To overcome this problem, an inclusive management approach and training that focuses on social awareness are essential to creating a healthy and productive work environment, which can ultimately increase employee satisfaction and well-being. In addition, this study also shows that workplace incivility has a significant negative impact on employee commitment. Inappropriate behaviors such as discrimination, insults, and intimidation can reduce employee productivity, well-being, and loyalty to the organization. The studies analyzed show that an unsupportive work environment worsens disharmony levels, reduces motivation, and triggers insecurity that contributes to increased turnover intention. Employee commitment to the organization is greatly influenced by inclusive behavior and support from leadership that is responsive to employee well-being, which can help create a healthy and productive work environment.

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