THE EFFECT OF WORKPLACE INCIVILITY ON EMOTIONAL EXHAUSTION IN FRONTLINE EMPLOYEES AT SAMBEL LAYAH CORPORATION PURBALINGGA

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ABSTRACT

This study aims to determine the effect of workplace incivility on emotional exhaustion on frontline employees at Sambel Layah Corporation in Purbalingga. The hypothesis proposed in this study is the influence of workplace incivility on emotional exhaustion on frontline employees at Sambel Layah Corporation in Purbalingga. The subjects in this study were 32 frontline employees at Sambel Layah Corporation Purbalingga. This study uses a quantitative approach, where data collection methods use the workplace incivility scale with a reliability coefficient of 0.804 and the validity coefficient moves from 0.068 to 0.738, and the emotional exhaustion scale with a reliability coefficient of 0.888 and the validity coefficient moves from 0.167 to 0.778. Based on the results of the research obtained, the result of F count is 24.808 with a significance = 0.000 (p <0.05), so that the results show that there is a significant effect between workplace incivility on emotional exhaustion in frontline employees at Sambel Layah Purbalingga.

Keywords: Workplace Incivility; Emotional Exhaustion.

INTRODUCTION

Human resources are the most important assets in an organization both organizations on a large and small scale, because it is a source that moves and directs the organization and maintains and develops the organization in various demands of society and time. The world of work has its own dynamics and phenomena, one of which is the problem of work productivity (Susilo and Abdul, 2015).

The tighter competition between companies today requires companies to be able to survive and compete with other companies. One that can be taken so that companies can compete with other companies is to increase work productivity. The effort to achieve productivity improvement starts with the workforce/employees in the company.

Increasing the effectiveness of the organization is strongly influenced by quality Human Resources (HR). Employee behavior in the workplace is a benchmark in determining the quality of human resources. To achieve good quality, of course not only physical factors that must be considered by an organization. However, the organization must also pay attention to the psychological factors of employees at work.

According to Rani, Hamidah & Ika (2016) argues that psychological factors that influence employee performance in the workplace are emotions. Emotion is an intense feeling directed at someone or in the Dictionary of Psychology, emotion is a condition that is aroused from an organism including changes that are realized, which are in depth from the change with...
feeling, feeling is a conscious experience that is activated both by stimulants external or by various physical states.

According to Crow & Crow (in Manizar, 2016), emotions are "an emotion, is an affective experience that accompanies generalized inner adjustment and mental and physiological stirredup states in the individual, and that shows it self-inverted behavior". So, emotion is a strong affective color and is characterized by physical changes.

There are two groups of emotions namely positive and negative emotions. Positive emotions are shown by pleasure, calmness, and excitement accumulated into positive affect. Vice versa, if the mood consists of nervousness, stress and anxiety gathered into negative affect (Robbins & Judge, 2008).

The potential for the emergence of emotional exhaustion is one application of negative emotions. Emotional exhaustion arises because someone works too intensely, dedicated and committed, works too much and takes too long and views their needs and desires as the second thing (Putri and Santi, 2012). Emotional exhaustion is characterized by a lack of energy (energy) and excessive absorption of emotional resources.

Maslach and Jackson (1981) state emotional exhaustion is an emotional feeling that is excessive and someone's emotional resources that have been exhausted which is flowed by someone's contact with another person. Emotional exhaustion is always preceded by a common symptom, namely the emergence of anxiety every time you want to start work.

Emotional exhaustion is defined by Pines and Aroson (in Churiyah, 2011) as fatigue in individuals associated with personal feelings characterized by feelings of depressed helplessness. An unbalanced relationship between work and yourself can cause emotional tension which leads to the depletion of emotional resources.

Emotional exhaustion is always preceded by a general symptom, namely the emergence of anxiety every time you want to start work, which then leads to feeling helpless against the demands of the job. According to Wright & Staw (in Hur, IL Park, & Moon, 2014), emotional exhaustion is an employee's level of emotional fatigue on his work caused by factors in his own personality (personality, sex, age, sleep, stress, and exercise) and outside factors (time of day, days of week, weather, and social activities). Emotional exhaustion can lead to decreased job satisfaction.

Emotional exhaustion according to Cherniss has a bad impact and can affect the work of employees, such as unwillingness to go to work, feeling guilty, feeling failed, easily angry and resentful, discouraged and feeling ignorant. Other impacts that may occur include the tendency to blame others, feel tired and tired quickly at work and unable to concentrate or listen to what the boss says, cynical about coworkers and hard to think (Christianto and Surya, 2016).

According to Maslach and Jackson (1981) the first symptoms of emotional exhaustion are individuals who feel tired and powerless, lose energy, get frustrated, lose their enthusiasm and are unable to provide good service. The second symptom of emotional exhaustion is depersonalization (depersonalization). This second dimension is the development of the emotional exhaustion dimension. Then, the third symptom of emotional exhaustion is the decline in the desire for self-achievement.
In the Tiarapuspa and Gita study (2018) found that emotional exhaustion can cause stress that affects poor employee performance in the workplace and decreased job satisfaction. In addition, Hur, IL Park, & Moon (in Tiarapuspa and Gita, 2018) say frontline employees with more contact with customers are more likely to experience emotional exhaustion than other employees. If frontline employees face aggressive and rude customers, frontline employees can experience increased emotional exhaustion.

According to Tiarapuspa and Gita (2018) employees who experience emotional or psychological damage due to the presence of workplace inability often experience emotional exhaustion because they must give extra effort to avoid workplace invicility. The experience of invicility in the workplace will be accompanied by the emergence of psychological negative reactions such as feeling hurt and emotionally stressed. Previous research (Cho et al, 2016) found that workplace invicility significantly increases emotional exhaustion.

Workplace invicility is defined as deviant behavior that has low intensity to harm others (Lim, Cortina, & Magley, 2008). These include impolite behavior such as demeaning someone, not paying attention to their statements, not showing interest in their opinions, and ignoring them or isolating them from social friendship in the workplace (Cho et al., 2016).

Employees who suppress or hide emotions in an unpleasant work environment because of negative or abusive deviant behavior from fellow workers can cause adverse reactions that affect stress, mental and physical health problems (Humphrey, Ashforth, & Diefendorff, 2015).

Based on the above problems, the need for research on "The effect of workplace incivility on emotional exhaustion on frontline employees at Sambel Layah Corporation in Purbalingga."

**METHODS**

**Identification Of Variables**

This research uses quantitative methods. There are two variables, namely the independent variable (X), namely workplace incivility and the dependent variable and the dependent variable (Y), namely emotional exhaustion.

**Research Respondents**

The population used in this study was 32 frontline employees at the Sambel Layah Corporation in Purbalingga, so the determination of respondents in this study was using population research techniques. Population research is a study that uses the entire population as respondents in the study. This is based on Arikunto's explanation (2010), population is the whole subject of research.

**Research Methods**

This study uses 2 scales, namely the workplace incivility scale consisting of 30 items and emotional exhaustion scale consisting of 40 items. Test the validity of the scale using a tryout on 32 respondents obtained rtabel of 0.3494 with a significance level of 5% or 0.05 and a confidence interval of 95%. On the scale of workplace incivility there are 8 fall items and 22 valid items and the validity coefficient moves from 0.068 to 0.738 with reliability of 0.804.
Then on the emotional exhaustion scale there are 15 fall items and 25 valid items and the validity coefficient moves from 0.167 to 0.778 with a reliability of 0.888.

### Data Analysis

The data analysis technique used in this study is simple linear regression to determine the value of the dependent variable (not free) which is influenced by independent variables (using free) media or computer programs, namely IBM SPSS For Windows Release Version 20.00.

### RESULTS AND DISCUSSION

#### Validity and Reliability

This study uses two research scales, namely the scale of workplace incivility with alpha reliability coefficient of 0.804 with a range of discrimination power index items moving from 0.068 to 0.738 and emotional exhaustion scale with alpha reliability coefficient of 0.888 with the discrimination power index range of items moving from 0.167 to 0.778 (Table 1).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Alpha Coefficient</th>
<th>Indeks Daya Diskriminasi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Incivility</td>
<td>0.804</td>
<td>0.068 – 0.738</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>0.888</td>
<td>0.167 – 0.778</td>
</tr>
</tbody>
</table>

#### Normality Test

Probability test results on data workplace incentives, the value of Asymp. Sig. (2 tailed) the value is 0.290 where > 0.05 means that the data is normally distributed. Then, the probability test results on emotional exhaustion data, the value of Asymp. Sig. (2 tailed) the value is 0.999 where > 0.05 means that the data is normally distributed. This shows (Table 2) that the two data have normal distribution (p > 0.05).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Asymp. Sig. (2 tailed)</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Incivility</td>
<td>0.290</td>
<td>Normal</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>0.999</td>
<td>Normal</td>
</tr>
</tbody>
</table>

#### Linearity Test

The results of the linearity test show that the Sig. Deviation from Linearity of 0.720. Because the value of Sig. Deviation from linearity of 0.720 > 0.05, it can be concluded that there is a linear effect of the workplace incivility variable on the emotional exhaustion variable (Table 3).

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Combined)</td>
<td>21</td>
<td>149.510</td>
<td>1.701</td>
<td>.194</td>
</tr>
<tr>
<td>Linearity</td>
<td>1</td>
<td>20.691</td>
<td>.001</td>
<td>.001</td>
</tr>
<tr>
<td>Deviation from Linearity</td>
<td>20</td>
<td>66.032</td>
<td>.751</td>
<td>.720</td>
</tr>
</tbody>
</table>
Hypothesis Test
Based on the results of simple linear regression data analysis, it is known that the results of the hypothesis testing of the effect of workplace incivility on emotional exhaustion obtained an F value of 24,808 with the probability of sig. (p) = 0.000 (p <0.05) then the accepted hypothesis is that there is a significant effect on the workplace incivility variable on emotional exhaustion. (see Table 4). The results of the analysis show that the coefficient of determination of Rsquare is 0.453. Thus, workplace incivility contributes effectively to emotional exhaustion by 45.3% and the other 54.7% is caused by variables outside the workplace incivility.

Table 4. Results of Research Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.673^a</td>
<td>.453</td>
<td>24.808</td>
<td>.000</td>
</tr>
</tbody>
</table>

The results of the hypothesis testing Frontline employees on several casual restaurants in Jakarta argue that there are no incivilities originating from customers, supervisors, and coworkers in their work environment. This lack of incivility experience is suspected because based on respondents' profiles of working time, the majority of respondents have less than 1 year of working experience. However, among the three dimensions, it is found that customer incivility has the highest average value, so this shows that customer incivility is more likely to occur, followed by coworker incivility (Sliter, Sliter, & Jex, 2012).

The lower the incivility level caused by customers, supervisors, and coworkers, the lower the level of emotional exhaustion in an employee. This can be seen from the exhaustion emotional average of 2.34 which means that the frontline employees do not feel an increase in emotional exhaustion in their work environment.

Descriptive test results of respondents' profiles based on work time, the majority of respondents are frontline employees who work for less than 1 year. It is suspected that frontline employees still lack knowledge about consumer behavior that can be in the form of incivility and consider this still reasonable. Likewise with supervisors who may still be considered reasonable because they are still new employees who need a lot of guidance. While with the new work environment, they hope to get a good atmosphere with coworkers, so that when there is a coworker incivility, it can cause an increase in emotional exhaustion.

From the results of the study obtained an estimated value of 0.12 with a non-significant probability (p) of 0.13 so it can be concluded that customer incivility does not increase emotional exhaustion. This happened because of the lack of customer incivility activity felt by frontline employees that made their emotional exhaustion not increase. This first hypothesis cannot prove the results of previous studies which found that customer incivility has the highest value in increasing emotional exhaustion (Cho et al., 2016). Thus it can be said that despite the occurrence of customer incivility, frontline employees still do not consider this as an incivility...
because their knowledge is still minimal because based on descriptive respondents, the majority of new employees work for less than 1 year.

From the results of the study obtained an estimated value of 0.07 with no significant probability (p) of 0.36 so it can be concluded that the supervisor incivility does not increase emotional exhaustion. This happens because of the lack of supervisor incivility activities felt by frontline employees, so that their emotional exhaustion does not increase. The results of this second hypothesis also have not been able to prove the results of the research on the previous hypothesis which found that supervisory activities increase emotional exhaustion (Cho et al., 2016).

This difference may be caused by perceptions of frontline employees who consider it natural that supervisors scold or reprimand them. Moreover, most respondents are employees who have worked for less than one year, so they are still very inexperienced and unable to distinguish their supervisor's behavior, whether it is actually a supervisor's incivility or part of guiding them.

From the results of the study also obtained an estimated value of 0.43 with a significant probability (p) of 0.04 so it can be concluded that coworker incivility increases emotional exhaustion. This is thought to occur between old employees and new employees, where old employees tend to feel senior while new employees who still need guidance feel less well-behaved, making them feel uncomfortable with the situation in their work environment.

The results of this third hypothesis are in accordance with the results of previous studies (Cho et al., 2016) which found that coworker incivility increases emotional exhaustion. In this study coworker has the highest value in increasing emotional exhaustion, while in previous studies coworker has the lowest value in increasing emotional exhaustion.

Judging from the results of the three test hypotheses above it can be seen that customer incivility increases emotional exhaustion with an estimated value of 0.12, the supervisor incivility has an estimate value of 0.07 in increasing emotional exhaustion, and coworker has an estimate value of 0.43 in increasing emotional exhaustion. Based on the calculation of the analysis, the coworker incivility increases the exhaustion of the highest emotional emotion compared to the customer incivility and supervisor incivility.

CONCLUSION

Based on the research that has been done on the Effect of Workplace Incivility on Emotional Exhaustion on Frontline Employees at Sambel Layah Corporation in Purbalingga, the results of the hypothesis proposed by the researcher are accepted, namely there is a significant influence between workplace incivility variables on emotional exhaustion variables on frontline employees at Sambel Layah Corporation Purbalingga.

REFERENCES


