

UDC 331

## EMOTIONAL FATIGUE AND INSOLENT AT WORK AGAINST BURNOUT

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### ABSTRACT

This study aims to determine the effect of emotional exhaustion and work on employees' sales promotion in East Kalimantan's sector fashion. This study uses a quantitative approach. This study's subjects were 108 employees in sales promotion in the sector fashion who were selected using a simple random sampling technique. The data collection method used was a scale of emotional exhaustion, incivility at work, and burnout. The collected data were analyzed using SPSS 25.0 for windows. These results indicate that a significant difference between emotional exhaustion and incivility in the workplace against burnout ( $F = 78.578$ ;  $p = 0.000$ ;  $R^2 = 59.9\%$ ). There is a positive and significant effect between emotional fatigue on burnout ( $\beta = 0.658$ ;  $t = 8.765$ ;  $p = 0.000$ ). There is a positive and significant effect between incivility at work on burnout ( $\beta = 0.180$ ;  $t = 2.403$ ;  $p = 0.018$ ).

### KEY WORDS

Burnout, emotional fatigue, incivility at work.

Human resources are the primary source that must exist in a company. Because the human element will determine a company's success (Ardana, Mujiati, & Utama, 2012), employees as human resources in a company will accept various kinds of job demands. One of the problems that exist related to employees who face job demands is stress.

Employees' stress in a long period and with a high enough intensity will cause employees to experience fatigue or known as burnout. Burnout is an important thing that companies must pay attention to in their employees. Because according to Juliana, Camelia, and Rahmiwati (2018), burnout is one of the problems related to work safety and health for employees, which can cause workplace accidents.

Burnout is an index to show weak employee performance at work, which will affect attitudes, physical and mental health, and impact behaviour (Anvari, Kalali, & Gholipour, 2011). Most of the research, burnout is more common in professions that serve many people, such as teachers, sales promotion, doctors and other professions that involve interaction with other people (Rizka, 2013).

Yunus and Mahajar (2015) put forward several aspects of burnout, namely emotional exhaustion, depersonalization, and low self-esteem. Burnout experienced due to emotional exhaustion is more likely to occur because emotional exhaustion is part of burnout. Emotional exhaustion is exhaustion due to reduced resources, energy and time resources caused by excessive role conflicts (Liftyawan, Hadi, & Agustina, 2020).

The research results conducted by Liftyawan, Hadi, and Agustina (2020) show that 59% of PT. Morich Indo Fashion experiences emotional exhaustion, especially at the end of working hours, and fatigue is felt physically and mentally; this is due to role conflicts where employees have to think about roles in the family and roles in work.

Emotional exhaustion will arise when employees work too intensely, are dedicated and committed, see their needs as secondary, and do too much work (Putri, 2013). This will affect employee behaviour at work and are more likely to lead to destructive behaviour, such

as impoliteness at work. Research conducted by Akhtar et al. (2017) suggests a positive and significant relationship between impoliteness at work and emotional exhaustion.

Immodest behaviour can take the form of abuse, humiliation, intimidation and physically abusive behaviour. Leiter, Laschinger, Day, and Oore (2011) define immodesty in the workplace as disrespect and rude attitudes experienced by employees. It is estimated that 98% of employees experience incivility at work, and 50% of employees experience this behaviour at least once a week (Porath & Pearson, 2013).

Chandak, Sao, & Bhadade (2018) showed several factors influence immodesty in the workplace, such as organization, demographics, resources, past experiences, sociocultural perspectives, and personality. In terms of organizational factors, not all organizations understand inappropriate behaviour at work, so that many employees experience both victims and perpetrators of incivility at work.

Research conducted by Geldart et al. (2018) stated that more than 82% of research respondents stated that incivility at work impacts burnout. The burnout that occurs in employees is a symptom of emotional exhaustion towards the pressure experienced during work and from impoliteness at work carried out by individuals or groups in the same work environment, which can hinder employees from doing work.

Based on the description above, the researcher is interested in knowing the effect of emotional exhaustion and impoliteness on burnout in sales promotion in sector fashion. In this study, the first hypothesis is that there is an effect of emotional exhaustion and impoliteness at work on burnout. Second, there is an effect of emotional exhaustion on burnout. Third, there is an effect of disrespect at work on burnout.

## METHODS OF RESEARCH

The research method used is quantitative research. The dependent variable is burnout, and the independent variable is emotional fatigue and impoliteness at work.

Several samples in this study were 108 employees' sales promotion in the sector fashion in East Kalimantan. The sampling technique in this study was using a simple random sampling technique. This technique is used because the sample determination is carried out randomly (randomly) by providing equal opportunities for all members of the population to be selected as sample members (Sugiyono, 2014).

This study's collection method is a measurement tool consisting of three, namely the scale burnout, emotional exhaustion, and impoliteness in the workplace. This study uses a Likert-type scale. According to Sugiyono (2014), a Likert scale is a measuring tool that aims to measure people's opinions, perceptions, and attitudes regarding social phenomena. The scale compiled using the Likert form has five alternative answers, namely Very Fit (SS), Suitable (S), Doubtful (R), Unsuitable (TS), and Very Unsuitable (STS).

The data processing process begins by testing the validity and reliability of the existing research variable scales. For the scale, burnout 1 dropped out of 24 items, and the reliability value was 0.807. Emotional fatigue scale, two items fall out of 36 items, and the reliability value is 0.903. Furthermore, on the scale of immodesty in the workplace, 1 item failed out of a total of 24 items with a reliability value of 0.834.

The analysis was carried out in the data processing of this study using multiple regression analysis. However, before testing the hypothesis analysis, the assumption test is conducted first. All data analysis techniques in this study were carried out with the SPSS (computer program statistical Packages for Social Science) version 25.0 for Windows.

## RESULTS OF STUDY

Descriptive data is used to determine the distribution of data on employees' sales promotion in sector fashion. The empirical and mean were hypothetically obtained from the research sample's response through three research scales, namely the scale burnout, emotional exhaustion, and incivility at work.

Table 1 – Mean and empirical Mean hypothetical

Variable	Mean Empirical	Mean hypothetical	Status
Burnout	56.55	69	Low
Emotional Fatigue	85.49	102	Low
in the Workplace incivility	55.61	69	Low

Through Table 1 above, it can be seen the general picture of the distribution of data on the subject of employee research sales promotion infield fashion. Based on the measurement results of scale burnout the filled, it was found that the mean was empirical 56.55 lower than the mean hypothetical 69 in the low category.

Based on the measurement results of the emotional fatigue scale that has been filled, it is found that the mean is empirical 85.49, which is lower than the mean hypothetical 102 in the low category.

Based on the measurement results of the scale of immodesty at work that has been filled, the mean is empirical 55.61 lower than the mean hypothetical 69 in the low category.

In this research, it is necessary to test the normality assumption and test linearity first before testing the hypothesis. The results of the research data assumption test are as follows:

The test is conducted to see the deviation of the observation frequency being studied from the theoretical frequency. The data normality test can be done by comparing the probability of the Kolmogorov-Smirnov value of 0.05 (5%). Distribution is declared normal if  $p > 0.05$ ; on the other hand, if  $p < 0.05$ , the distribution is not normal (Santoso, 2012).

Table 2 – Normality Test Results

Variable	Z	P	Information
Burnout	0.066	0.200	Normal
Emotional Fatigue	0.054	0.200	Normal
Immodesty in the Workplace	0.083	0.065	Normal

The results of the normality test of data distribution on the variable burnout obtained a Z value of 0.066 and a p-value of 0.200 ( $p > 0.05$ ). This shows that the distribution of grains burnout is normal. The results of the normality test of data distribution on the emotional fatigue variable obtained a Z value of 0.054 and a p-value of 0.200 ( $p > 0.05$ ). This shows that the distribution of emotional fatigue items is normal. The results of the normality test of data distribution on the variable immodesty in the workplace obtained a Z value of 0.083 and a p-value of 0.065 ( $p > 0.05$ ). This indicates that the distribution of items of immodesty in the workplace is expected.

Assumption test is conducted to determine the linearity of the relationship between the dependent variable and the independent variable. Linearity is a condition in which the relationship between the dependent variable and the independent variable is linear (straight line) within a range of independent variables (Santoso, 2012). The relationship is declared linear if the deviant from linearity value is  $p > 0.05$ , and the value of F count  $< F$  table at the 5% significance level (Sudarmanto, 2013).

Table 3 – Linearity Test Results

Variable	F-Hit	F-Tab	P	Ket
Burnout - Emotional Exhaustion	1492	3:08	0074	Linear
Burnout - Workplace incivility	0601	3:08	0948	Linear

Linearity test results between burnout with emotional exhaustion generate value deviation from linearity F count equal to 1,492  $<$  value F table 3.08, which means that there are influence and the p-value of 0.074  $>$  0.05, which means that the effect is linear. The linearity test results between burnout incivility and in the workplace resulted in a deviation from linearity F count of 0.601  $<$  F table 3.08, which means that there are an influence and a p-value of 0.948  $>$  0.05, which means the effect is linear.

After the assumption test is carried out, the multiple regression analysis hypotheses are tested. Based on the results of the regression analysis of the full model on the variable emotional fatigue and incivility at work to burnout, the following results are obtained:

Table 4 – Hypothesis Test Results of regression Analysis

Variable	F-Hit	F-Tab	R <sup>2</sup>	P
Burnout (Y)				
Emotional Fatigue (X1)	78,578	3.08	0.599	0.000
Incivility at work (X2)				

Based on table 4 above, the results show that F count > F table, which means that emotional fatigue and incivility at work to burnout have a very significant effect with the value of F = 78.578, R<sup>2</sup> = 0.599, and p = 0.000. This means that the significant hypothesis in this study is accepted. Further gradual regression analysis models are known as follows:

Table 5 – Hypothesis Test Results Regression Analysis

Variable	Beta	t-Hit	t-Tab	P
Fatigue Emotion (X1)	0658	8765	1983	0000
Burnout (Y)				
Workplace incivility (X2)	0.180	2.403	1.983	0.018
Burnout ( Y)				

Based on table 5 above, it can be seen that the value of t count > t table means that there is a significant influence between emotional exhaustion on burnout with a beta value = 0.658, t count = 8.765, and p = 0.000 (p < 0.05). Then the immodesty at work to burnout shows the value of t count > t table, which means that there is a significant influence with the value of beta = 0.180, t count = 2.403, and p = 0.018 (p < 0.05).

## DISCUSSION OF RESULTS

The first hypothesis is that there is an effect of emotional fatigue and impoliteness at work on burnout. Burnout is a condition in which employees experience fatigue both physically and mentally because of their work which requires employees to deal directly with other people and is usually caused by a large amount of workload, work environment, to psychological and physical problems of employees (Romadhoni, Asmony, & Suryatni, 2015 ). This is by employees who work as sales promotions, where they serve many people almost every day and must always be friendly.

Having a workload to serve many people continually can make employees sales promotion will eventually experience fatigue. If physical fatigue can be known directly, but it will be different if employees experience emotional fatigue. According to Ashlihah (2013), one factor affecting employees experiencing emotional fatigue is workload. The workload received by employees has exceeded the employee's ability which can eventually lead to fatigue.

Emotional fatigue experienced by employees has a vital role because it can affect employee behaviour in the workplace. So it is possible if employees show lousy behaviour such as impoliteness at work. In line with research by Akhtar et al. (2017) found that there was a positive and significant relationship between impoliteness at work and emotional exhaustion. This means that the higher the workplace's disrespect is experienced, the higher the possibility of employees experiencing emotional exhaustion. Vice versa, the lower the disrespect in the workplace, the lower the likelihood of employees experiencing emotional exhaustion.

One of the factors of immodesty in the workplace is the source factor (Chandak, Sao, & Bhadade, 2018). Source factors, namely the existence of resources in the work environment, cause employees to commit or experience impoliteness—several sources such as superiors, coworkers, subordinates and customers. The influence of employees who experience

emotional fatigue will form impoliteness in the workplace which can trigger burnout in employees.

The second hypothesis is that there is a positive and significant effect of emotional fatigue on burnout in sales promotion employees in the sector fashion. Emotional exhaustion as part of the dimension burnout can occur when employees lose control of their emotions to be drained in completing work. According to Rizka (2013), burnout is more common in individuals who work to serve many people. Employees who work as sales promotions are employees who work in the service sector. Apart from serving large numbers of people, employees' sales promotion must also work quickly and precisely. Thus, this makes employees more likely to experience emotional exhaustion, which can lead to burnout.

In line with the results of research conducted by researchers, the effect of emotional fatigue on burnout has a positive direction, meaning that the higher the emotional fatigue experienced by employees because of their work, the higher the burnout felt by employees. According to Widayati (2020), one factor affecting burnout is the excessive workload factor. The number of workloads received by employees will increase the occurrence of fatigue which triggers burnout in employees.

The third hypothesis is that there is a positive and significant effect of disrespect at work on burnout in sales promotion employees in the sector, a fashion which means that the higher the incivility at work, the higher the burnout for employees and vice versa, the lower the disrespect at work, the lower the burnout in employees.

This is supported by Geldart et al. (2018), who revealed that immodesty at work impacts burnout. The existence of immodesty in the workplace can make employees feel they do not have comfort and safety at work, thereby reducing employee trust in the workplace.

Immodesty at work is the stress that is incompatible with individual motivation, as a result of which individuals tend to experience negative emotions (Sakurai & Jex, 2012). Employees who feel tired and stressed because of their work tend not to regulate their emotions appropriately and end up showing lousy behaviour such as impoliteness at work.

In this study, it can be seen that the characteristics of respondents based on age are dominated by members aged 18 to 21 years. Based on this, most of the research subjects fall into the category of adolescents. According to Elhesmi, Neviyarni, and Ibrahim (2013), adolescents experience changes in attitudes and behaviour. The existence of emotional instability in them makes adolescents tend to generate negative behaviour. So, employees whom members in their teens dominate are more prone to experience incivility at work, which can cause burnout.

Based on the results of the descriptive test, it can be seen that an overview of the distribution of data on research subjects in general employees sales promotion in the sector fashion proves that the research subjects are in the low category of burnout, emotional exhaustion, and immodesty in the workplace. This shows that employees' sales promotion in East Kalimantan's sector fashion has low burnout, emotional exhaustion, and incivility in the workplace.

Based on the description above, it can be concluded that there is an effect of emotional fatigue and impoliteness at work on burnout of employees' sales promotion in the sector fashion in East Kalimantan, which is 59.9%. In comparison, the remaining 40.1% is influenced by other factors not examined in this study.

## CONCLUSION

Based on the research that has been done, the researcher draws the conclusion that:

1. There is a significant influence between emotional exhaustion and incivility at work on burnout in employees sales promotion in the sector fashion in East Kalimantan;
2. There is a positive and significant influence between emotional exhaustion and burnout in employees' sales promotion in East Kalimantan's sector fashion;
3. There is a positive and significant influence between incivility at work and burnout in employees sales promotion in the sector fashion in East Kalimantan.

## SUGGESTIONS

The researcher's advice for employees, especially sales promotion, is that they should prevent and overcome the emotional fatigue they experience to not lead to destructive behavior such as impoliteness at work. So that research subjects avoid burnout at work.

Suggestions for future researchers interested in researching burnout should examine the factors that can affect burnout other than those discussed in this study so that further researchers are expected to get better findings from the research done.

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