

The Effect of Workplace Incivility and Job Burnout on Work Engagement and Their Impact on Turnover Intention on Heavy Equipment Operator Employees at PT. Kaltim Prima Coal

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ABSTRACT: *The purpose of this study was to examine workplace incivility and job burnout in work engagement and turnover intention to switch employees of heavy equipment operators at PT. Kaltim Prima Coal. A total of 255 employees from two departments completed a quantitative survey with their perceptions of workplace incivility, job burnout, work engagement, and turnover intention. The data analyzed by path analysis shows the results of the study that workplace incivility has a negative effect on work engagement and a positive effect on turnover intention. Meanwhile, job burnout has a positive effect on work engagement and turnover intention. Work engagement has been shown to have a negative effect on turnover intention and demonstrates a mediating role in work incivility, job burnout and turnover intention. This research can be a recommendation for managers on human resource practices to encourage good organizational behavior so that it can produce good performance..*

KEY WORD: *workplace incivility; job burnout; work engagement; turnover intention*

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I. INTRODUCTION AND LITERATURE REVIEW

The era of globalization has passed and the dominance of information technology as an infrastructure has become a friend of business people. The economy will survive in terms of knowledge, not land or traditional machines. Economic assets are no longer natural tangible assets, such as buildings, machinery or other property, but intellectual assets, such as market perceptions, relationships, corporate image, brand image, and patents, reputation, vision and specialized knowledge. Human resources are an important aspect of the company. If there are no good human resources in a company, then the activities within the company cannot be carried out properly or cannot survive or compete.

Therefore, it is undeniable that every company will have problems related to the individual quality differences of its employees, differences usually occur among employees within the company. This is because there are different levels of education, age, background, culture and experience. One of the problems in developing human resources in the workplace is workplace incivility or impoliteness and job burnout in the workplace.

Examples of these work incivility behaviors include actions such as using degrading language directed at colleagues, making threats, gossiping, ignoring co-workers' requests, sending e-mails with harsh words, lack of respect for co-workers such as not saying thank you or asking for help and showing disrespect for colleagues or others in the workplace (Reich & Hershcovis, 2015). According to Spence Laschinger et al., (2009) workplace incivility is the intensity of deviant behavior that aims to hurt the target and violate workplace norms. In a study conducted by Porath & Pearson (2010) there were 96-99% of survey respondents who experienced or had witnessed work incivility.

In addition to workplace incivility, a big real threat to employees is job burnout or stress at work. Job burnout according to Spence Laschinger et al., (2009) is an emotional condition in which a person feels tired and bored mentally or physically as a result of increased job demands. Symptoms of stress are characterized by loss of appetite, rapid weight loss, insomnia or persistent fatigue. The negative effects of long-term job burnout will be absence from work, low productivity, lack of responsibility, lack of loyalty to the company, and of course leaving the company. One of the human resources division at PT. Kaltim Prima Coal who has the opportunity to experience workplace incivility and job burnout is a heavy equipment operator.

Based on the results of a preliminary study using a questionnaire instrument distributed to 35 respondents in the employees of heavy equipment operators PT. Kaltim Prima Coal where as many as 51.35%

employees of heavy equipment operator PT. Kaltim Prima Coal experienced work incivility and 59.45% experienced job burnout. Fenemona will make human resources consider work as a burden that can be said as

human resources with low professional ethics. The current development of human resource management is caused by the demands and policies implemented that need more attention. Policies that do not meet employee expectations will have a negative impact on work attitudes, which can lead to organizational problems, such as resignation or turnover intention.

High turnover intention is a problem for employees. Because when an employee leaves the company, the company will experience a loss, namely the loss of potential employee staff. This can be caused by intentional or classified as the intention of the employee to leave the company. Turnover intention occurred at PT. Kaltim Prima Coal, especially in the Mining Operation Division, especially heavy equipment operators, has increased in the last 3 years.

Table 1. Turnover Intention Dept. Mining Operation Division PT.KPC

No	Year	Termination		Hire	
		M	F	M	F
1.	2018	38	2	20	0
2.	2019	57	1	7	0
3.	2020	71	3	2	0

Source: HR PT. Kaltim Prima Coal

Turnover intention usually occurs in companies, industry and education, turnover usually occurs in the age range of 18 – 52 years (Chen et al., 2010); Mayende & Musenze, 2014; Oluwafemi, 2013). In terms of costs, resources, and employee motivation, the resulting turnover is harmful to the organization. Turnover intention means the company loses a lot of workers. These losses must be replaced by new employees. Companies must pay to start recruiting new employees. Employee resignation means a position must be vacated, as long as sometimes there are jobs that do not fulfill their responsibilities.

Every organization needs human resources to achieve each of the organization's goals. Retaining employees in a company is one of the important roles in human resource management, because if employees experience circumstances that trigger the desire to move (turnover intention) such as workplace incivility & job burnout, the company must re-do recruitment activities which will certainly require significant costs. a little. So here it is necessary to have work engagement, work engagement itself is a condition where employees have a positive, satisfying and work-related mental state, which is characterized by strength, dedication and devotion.

This research is an effort to reduce the impact of turnover intention, so it is necessary to have a mediating role, namely work engagement. Described in the research Beattie & Griffin, 2014; Reio & Sanders-Reio, 2011; and Tricahyadinata et al., 2020 workplace incivility is a contradictory form of good social relations in an organization and can have implications for low levels of work engagement. Referring to the research conducted by Agarwal & Gupta, 2018; Oliveira & Rocha, 2017 the higher the intensity of work engagement, the lower the intention to resign (turnover intention). This study aims to provide an understanding of the forms of behavior and interactions that are created that will help companies to be able to develop their human resources. Based on the background and reviews that have been described above, this research raises the title "The Effect of Workplace Incivility and Job Burnout on Work Engagement and Their Impact on Turnover Intention on Heavy Equipment Operator Employees at PT. Kaltim Prima Coal".

1.2 Research Objectives

Testing and analyzing the effect of workplace incivility and job burnout on work engagement and their impact on turnover intention of employees of heavy equipment operators at PT. Kaltim Prima Coal.

1.3 Research Methodology and Data Analysis

This research is quantitative in nature to determine the effect between variables tested using statistics. The analytical tool used in this research is to use path analysis so that it can be known whether there is a direct or indirect effect of the independent variable and the dependent variable. The method of data collection in this study was carried out using a questionnaire to take samples from the population as an individual collection method. The research was conducted in East Kutai district, East Kalimantan Province. Namely the coal mining company PT. Kaltim Prima Coal and focuses on the Mining Operations division of Heavy Equipment Operator employees. Primary data collected from questionnaires distributed to employees of heavy equipment operators in the Jupiter department and the Bintang department in the Mining Operation Division of PT. Kaltim Prima Coal, East Kutai. is as many as 255 respondents.

Path analysis is an extension of multiple linear regression analysis used to measure causality between variables. In this study, to conduct path analysis, the structure of the relationship in the path image above is divided into 2 models.

Sub-Structure Path Analysis 1 (Model I):

Table 2. Sub-Structure Path Analysis 1 (Model I)

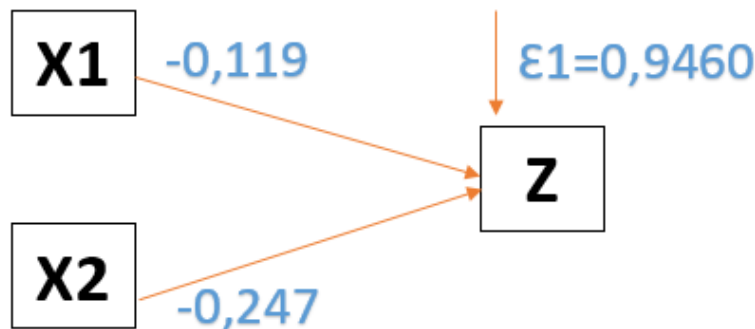
Effect Between Variables	Path Coefficient (Beta)	Sig. Value	Test Result	Coefficient of Determination	Coefficient of Other Variables
X1 against Z	-0,119	0,085	No Significant Effect	0,105 =	0,9460
X2 against Z	-0,247	0,000	Significant Effect	10,5%	

Referring to the regression model I output in the "sig value" table, it can be seen the significance value of the two variables, namely workplace incivility (X1) 0.085 and job burnout (X2) 0.000. The basis for decision making in this test if the value of Sig. > 0.05 then there is no influence between variables, and vice versa. It can be concluded that the results of the workplace incivility (X1) variable have no significant effect on the work engagement variable (Z) while the job burnout variable (X2) has a significant effect on the work engagement variable (Z).

The magnitude of the influence of the workplace incivility (X1) and work engagement (X2) variables on the work engagement variable (Z) can be seen through the "coefficient of determination" table. The value of "R square" contained in the table above is 0.105. This shows that the contribution of the workplace incivility variable (X1) and job burnout variable (X2) to the work engagement variable (Z) is 10.5% while the remaining 89.5% is the contribution of variables not included in this study. . Meanwhile, the value of ϵ_1 can be found with the formula $\epsilon_1 = \sqrt{(1-0,105)}=0,9460$.

Thus, the path diagram of sub-structure 1 (model I) is obtained as follows:

Figure 1. Sub-Structure Path Analysis 1 (Model I)



Sub-Structure Path Analysis 2 (Model II):

Table 3. Sub-Structure Path Analysis 1 (Model I)

Effect Between Variables	Path Coefficient (Beta)	Sig. Value	Test Result	Coefficient of Determination	Coefficient of Other Variables
X1 against Y	0,156	0,012	Significant Effect	0,285	0,8456
X2 against Y	0,414	0,000	Significant Effect	=	
Z against Y	-0,063	0,267	No Significant Effect	28,5%	

Referring to the regression model II output in the "sig value" table, it can be seen the significance value of the three variables, namely workplace incivility (X1) 0.012, job burnout (X2) 0.000 and work engagement (X3) 0.267. The basis for decision making in this test if the value of Sig. > 0.05 then there is no influence

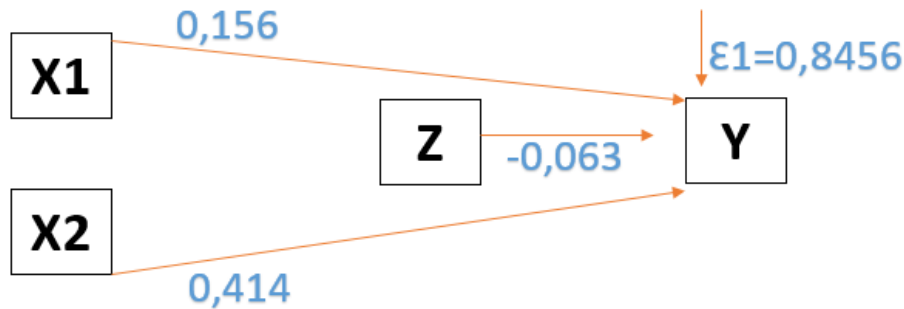
between variables, and vice versa. It can be concluded that the results of the workplace incivility (X1) and job burnout (X2) variables have a significant effect on the turnover intention variable (Y) while the work engagement variable (Z) has a significant effect on the turnover intention variable (Y).

The magnitude of the influence of workplace incivility (X1), work engagement (X2) and work engagement (Z) variables on turnover intention (Y) can be determined through the "coefficient of determination". The value of "R square" contained in the table above is 0.285. This shows that the contribution

of the workplace incivility (X1), job burnout (X2), and work engagement (Z) variables to the turnover intention variable (Y) is 28.5% while the remaining 71.5% is a contribution from the variable – variables that were not included in this study. Meanwhile, the value of $\epsilon 1$ can be found with the formula $\epsilon 1 = \sqrt{(1-0,285)}=0,8456$.

Thus, the path diagram of sub-structure 1 (model I) is obtained as follows:

Figure 2. Sub-Structure Path Analysis 1 (Model I)



1.4 Findings and Interpretation

The test results with path analysis yield answers to the hypotheses in this study. The conclusion in this hypothesis testing stage is as follows:

1. The effect of workplace incivility (X1) on work engagement (Z):

From the above analysis, the significance value of workplace incivility (X1) is $0.085 > 0.05$. So it can be concluded that there is no direct significant effect of workplace incivility (X1) on work engagement (Z). This means that the workplace incivility variable is not the only variable that affects changes in the work engagement variable, it could be another variable outside the research. If it is related to work engagement, the treatment or behavior of coworkers that employees get is not able to reduce employees' perceptions of their work environment or has implications for low/reduced work engagement. This can also be related to the number of employees of heavy equipment operators at PT. Kaltim Prima Coal is dominated by men compared to women. This statement is supported by the results of research conducted by IrsanTricahyadi (2020), which states that the relationship between workplace incivility and work engagement shows that women have a greater tendency to reduce work engagement than men. Basically PT. Kaltim Prima Coal has been able to create a good work climate and involve leaders in each department to be kind to their employees, this is able to emphasize the factors that will have an impact on reducing work engagement. From the results of this study, it can be seen that workplace incivility experienced by employees of heavy equipment operators does not produce high scores, so the results of this research are supported by the results of research conducted by IrsanTricahyadi (2020); Jawahar & Schreurs, 2018 which states that workplace incivility has a negative effect on work engagement. Giumetti et al., 2013 found that workplace incivility has a negative effect with lower energy levels. From the results above, it can be seen that the higher the workplace incivility, the lower the work engagement. On the other hand, the lower the workplace incivility, the higher the work engagement

2. The effect of job burnout (X2) on work engagement (Z):

From the above analysis, the significance value of job burnout (X2) is $0.000 < 0.05$. So it can be concluded that there is a direct significant effect of job burnout (X2) on work engagement (Z). This means that the job burnout variable is a variable that really affects changes in the work engagement variable. If employees experience high job burnout, it will affect dedication, morale and absorption. The decline in employee work is the impact of negative attitudes and behaviors caused by emotional exhaustion, depression, and failure of self-achievement. If you look at the respondents of this study, the employees of heavy equipment operator PT. Kaltim Prima Coal is very easy to experience job burnout due to high work intensity. This can have a major effect on the company such as losses, if employees experience job burnout then employee productivity will decrease and it is difficult to maximize. Job burnout, experienced by employees of heavy equipment operator PT. Kaltim Prima Coal is dominated by emotional exhaustion which can lead to depression. The results of this study do not support the results of research conducted by Nugroho et al., (2016) and Leon et al., (2015) which

state that job burnout has no effect on work engagement. The lower the job burnout experienced by employees, the higher the tendency of work engagement and conversely the higher the job burnout, the lower the tendency of work engagement.

3. The effect of workplace incivility (X1) on turnover intention (Y):

From the above analysis, the significance value of workplace incivility (X1) is $0.012 < 0.05$. So it can be concluded that there is a direct significant effect of workplace incivility (X1) on turnover intention (Y). This means that the workplace incivility variable is a variable that really affects changes in the turnover intention variable. If it is associated with turnover intention, the treatment or behavior of coworkers can affect the employee's desire to leave work (turnover intention). This can be interpreted that the higher the intensity of deviant behavior or hurt the target and violate the norms that apply in the workplace, the higher the turnover intention or a person's desire to leave work or find a new job. Employees of heavy equipment operator PT. Kaltim Prima Coal is more likely to find a new place to replace or avoid coworkers who behave negatively. The results of this study are supported by the results of research conducted by Hendryadi & Zannati, (2018) and IrsanTricahyadi (2020) which state that workplace incivility has a positive influence on turnover intention. Rahim & Cosby(2016) stated that victims of impolite behavior at work (workplace incivility) tend to consider leaving the organization or resigning (turnover intention).

4. The effect of job burnout (X2) on turnover intention (Y):

From the above analysis, the significance value of job burnout (X2) is $0.000 < 0.05$. So it can be concluded that there is a direct significant effect of job burnout (X2) on turnover intention (Y). meaning that the job burnout variable is a variable that really affects changes in the turnover intention variable. Or in other words, every increase in the job burnout variable can increase the turnover intention variable. The results of this study can be interpreted that the higher the employee feels tired at work, the higher the possibility of a person to intend to leave (turnover intention). If you look at the case in the results of this study, employees of heavy equipment operator PT. Kaltim Prima Coal has a heavy workload and high work intensity, causing boredom to intend to leave the company. In addition, when employees of heavy equipment operators are unable to meet the demands of work, lack of time to complete work and lack of facility support in carrying out work tasks can trigger job burnout. The results of this study are supported by the results of research conducted by Lu & Gursay, (2016) and Rahim & Cosby(2016), which state that there is a positive influence between job burnout on turnover intention. In a research conducted by Parker & Kohlmeyer (2005), it is shown that people who feel that the organization where they work is unfair, they have the intention to leave the organization. It can be concluded that a high level of job burnout can increase employee turnover intention, and vice versa, a low level of job burnout can reduce turnover intention.

5. The effect of work engagement (Z) on turnover intention (Y):

From the above analysis, the significance value of work engagement (Z) is $0.267 > 0.05$. So it can be concluded that there is no direct significant effect of work engagement (Z) on turnover intention (Y). This means that the work engagement variable is not the only variable that affects changes in the turnover intention variable, it could be another variable outside the study. If it is related to the respondents in this study, it can be explained that employees who experience work engagement will definitely affect their psychological character, employees become more confident and optimistic in doing and carrying out their work. Work engagement encourages employees to optimize all their potential in completing work and still want to join the organization that has been undertaken. The results of this study indicate that employees of the coal mine operator PT. Kaltim Prima Coal has fulfilled their daily needs through every facility provided by the company, this is what can increase employee enthusiasm, dedication and absorption so that heavy equipment operator employees do not think about leaving their jobs. The results of this study are supported by the results of research conducted by Oliveira & Rocha (2017) and Agarwal & Gupta (2018) which stated that there was no effect on work engagement on turnover intention. In other words, the higher the work engagement, the lower the turnover intention. Employees who are tied to work will affect the psychological character of the employee, for example self-confidence and optimism, this will encourage employee satisfaction and result in low turnover intention (Karanika-Murray et al., 2015)

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