

Effect Of Emotional Fatigue On Employee Behavior With Moderate Variables Of Work Stress (Case Study On Secretariado Da Comissão Função Publica (SCFP))

Juvenal Baptista Mendonça¹, I Gede Riana², Augusto da Costa Soares³
East Timor Institute Of Business (IOB)^{1,2,3}
Email : asoares27@yahoo.com³

Abstract

This study aims to analyze and explain (1) The effect of emotional fatigue on employee deviant behavior, (2) The effect of work stress on employee laying behavior, (3) The role of work stress in moderating the effect of emotional fatigue on employee behavior. The study was conducted at the Comissão da Função Pública (CFP) secretariat office. This study uses quantitative research methods, data collection using questionnaire instruments, and data analysis using Moderate Regression Analysis (MRA) using 110 respondents. The results of this study concluded that emotional fatigue had a positive effect on employee deviant behavior. However the work stress variable in this study has a positive influence in moderating the relationship of emotional fatigue to employee deviant behavior.

Keywords: Emotional Fatigue, Work Depression, Employee Deviant Behavior

INTRODUCTION

Employee deviant behavior is a common problem in organizations (Ahmad & Omar, 2014). Employee deviant behavior is defined as voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization, its members, or both (Robinson & Bennett, 1995). Employee deviant behavior includes behaviors such as absenteeism, withdrawal, withholding effort at work, sexual harassment, unethical decision making, not following manager's instructions, intentionally slowing down the work cycle, arriving late to work, vandalism, and company sabotage (Alias et al., 2013).

Researchers recognize two categories of employee deviant behavior, namely deviant behavior of individually oriented employees (e.g., acting rudely towards others) and organizational oriented deviant behavior (e.g., taking property without permission, intentionally doing low-quality work and so on) (Golparvar et al. ., 2012). Employee deviant

behavior in the workplace is carried out by someone either individually (such as damaging company property, etc.) or collectively (such as the intentional and coordinated disobedience of their superiors, planned absences and delays by work team members, and so on) (Leblanc & Kelloway, 2002).). This study will focus on employee deviant behavior at the individual level. Several empirical studies show that increased work stress and emotional exhaustion arise from work overload, role ambiguity, work conflict and job demands beyond the capabilities and available resources (Golparvar et al., 2012).

Emotional exhaustion is part of a process called burnout (Alexander et al., 2011). Burnout is a psychological syndrome consisting of three dimensions, namely: (i) Emotional Fatigue, (ii) Depersonalization, and (iii) Personality decline (Zagladi, 2005). Emotional exhaustion is a unique individual response to stress experienced outside the ordinary in interpersonal relationships due to strong emotional impulses, the emergence of a feeling as if no one is helping him, depression, feelings of bondage and hopelessness (Zagladi, 2005). Emotional exhaustion is fatigue that occurs in response to excessive stress or as a result of job dissatisfaction. The dimensions of emotional exhaustion in this study refer to the dimensions of Maslach & Jackson (1981), which consist of four dimensions. The study of Golparvar et al. (2014) showed a positive influence between emotional exhaustion and employee deviant behavior.

Job stress is a major threat to modern organizations that has the potential to cause many negative impacts, both for employees and the organization (Safaria, 2011). Job stress is a condition or situation at work that requires an adaptive response from employees (Golparvar et al., 2012). Luthan (2006:440) suggests that work stress is an adjustment response mediated by individual differences and/or psychological processes which are a consequence of any external action (environment), situation, or event that sets excessive psychological and/or physical demands. to someone. Work stress can have a negative or positive impact on psychological and physiological (Robbins, 2008:209).

Job stress plays a very important role in moderating the effect of emotional exhaustion on employee deviant behavior (Golparvar et al., 2012). Measurement of work stress is based on the opinion of Rodwel et al. (1998), where the measurement of work stress refers to seven dimensions. The study of Golparvar et al. (2012) found that low work stress

will strengthen the effect of emotional exhaustion on employee deviant behavior compared to high work stress.

RESEARCH METHODS

This study uses a moderating regression equation analysis technique because in this study it has a moderating variable. The form of the equation is:

$$Y = a + b_1X + b_2Z + b_3XZ + e \dots\dots\dots (1)$$

Where:

- Y = Employee deviant behavior variable
- a = constant value
- b₁ = emotional exhaustion variable regression coefficient
- b₂ = regression coefficient of work stress variable
- b₃ = regression coefficient of moderating variable
- X = emotional exhaustion
- Z = work stress
- XZ = moderating variable (X and Z interaction)
- e = number of variants not examined in the research model

Coefficient of determination

The coefficient of determination (R²) shows the portion of the variation in the dependent variable that can be explained by the regression equation or by the variation of the independent variable (Wirawan, 2002:282). The value of the coefficient of determination is between zero and one. The small value of R² means that the ability of the independent variable variation in explaining the variation of the dependent variable is very limited. A value close to one means that the variation of the independent variable provides almost all the information needed to predict the variation of the dependent variable. The coefficient of determination can be calculated by the formula:

$$R^2 = 1 - \frac{\sum(Y - \hat{Y})^2}{\sum(Y - \bar{Y})^2} \dots\dots\dots 2$$

The t-statistical test was used to test whether there was a real or significant influence individually between the independent variables on the dependent variable. Hypothesis formulation:

H0: $\beta = 0$ (meaning that the independent variable partially has no significant effect on the dependent variable).

H1: $\beta \neq 0$ (meaning that the independent variable partially has a significant effect on the dependent variable).

The decision making criteria is done by comparing the value of sig thit with the value of α . If the value of sig thit is smaller than the value of α , then H0 is rejected and H1 is accepted.

RESULT AND DISCUSSION

Emotional exhaustion affects deviant behavior Employee

The results of hypothesis testing state that emotional exhaustion has a positive effect on employee deviant behavior. This means that the higher the emotional fatigue felt by the employee, the higher the deviant behavior of the employee. Emotional exhaustion as measured by I feel tired in doing my job (X1), I feel powerless in doing my job (X2), I feel frustrated with my work (X3), I feel I lose energy when working (X4), I feel lose enthusiasm at work (X5 and I feel unable to provide my best service at work (X6) is able to increase employee deviant behavior. This result is in line with research conducted by Golparvar et al. (2012, 2014) found a positive influence between emotional exhaustion on employee deviant behavior.

Job stress affects employee deviant behavior

The results of hypothesis testing state that job stress has a positive effect on employee deviant behavior. This means that the higher the work stress felt by the employee, the higher the deviant behavior of the employee. Work stress as measured by I feel I have enough time to do a good job (M1), I feel pressured with my job (M2), I feel tired in doing the same particular job (M3), Lately I feel constantly I am constantly stressed at work (M4), I feel that my job is too demanding (M5), I feel that my work is stressful (M6) and I feel that my workload is too excessive (M7) capable of increasing employee deviant behavior. This is in line with research conducted by Omar et al, (2011), Rashmi and Manoj, 2018), Spector and

Fox 2005 and Sulksky and Smith (2005) where overall the results of the study state that job stress affects employee deviant behavior.

Job stress strengthens the effect of emotional exhaustion on employee deviant behavior

The results of hypothesis testing state that job stress strengthens the relationship between emotional exhaustion and employee deviant behavior. This means that work stress is one of the factors that can increase employee deviant behavior. Work stress as measured by I feel I have enough time to do a good job (M1), I feel pressured with my job (M2), I feel tired in doing the same particular job (M3), Lately I feel constantly I am constantly stressed at work (M4), I feel that my job is too demanding (M5), I feel that my work is stressful (M6) and I feel that my workload is too excessive (M7) can increase the relationship between emotional exhaustion and deviant behavior employee. This is not in line with the research conducted by Golparvar et al. (2012) stated that work stress will weaken the effect of emotional exhaustion on deviant behavior of employees. Research by Golparvar (2015) and Golparvar et al. (2015) also found the same thing.

CONCLUSION

Based on the results of research and discussion related to the effect of emotional exhaustion on employee deviant behavior by moderating work stress at the Secretatido da Comissao Funcao Publica (SCFP), the following conclusions can be drawn:

1. Emotional exhaustion affects employee deviant behavior. This indicates that the higher the emotional fatigue felt by employees, it will increase employee deviant behavior.
2. Job stress has a positive effect on employee deviant behavior. This indicates that the higher the work stress felt by employees, it will increase employee deviant behavior.

Job stress strengthens the relationship between emotional exhaustion and employee deviant behavior. This indicates that work stress can be one of the factors that increase employee deviant behavior.

REFERENCES

- Agnew, Robert. 1992. Foundation for A General Strain Theory of Crime and Delinquency. *Criminology*, 30(1), pp: 47-88.
- Ahmad, Aminah & Zoharah Omar. 2014. Reducing Deviant Behavior through Workplace Spirituality and Job Satisfaction. *Asian Social Science*, 10(19), pp: 107-112.
- Alexander, Hamwi, Brian N. Rutherford & James S. Boles. 2011. Reducing emotional exhaustion and increasing organizational support. *Journal of Business & Industrial Marketing*, 26(1), pp: 4–13.
- Alias, Mazni, Roziah Mohd Rasdi, Maimunah Ismail & Bahaman Abu Samah. 2013. Predictors of workplace deviant behaviour: HRD agenda for Malaysian support personnel. *European Journal of Training and Development*, 37(2), pp: 161-182.
- Ambarsari, Tiwi, Ridwan Baraba & Esti Margiyanti Utami. 2014. Pengaruh Lingkungan Kerja dan Dukungan Sosial terhadap Stres Kerja Guru di Kecamatan Purworejo. *E-journal*, 10(1a), pp: 1-9.
- Appelbaum, S. H., Iaconi, G. D. & Matousek, A. 2007. Positive and Negative Deviant Workplace Behaviors: Causes, Impacts, and Solutions. *Corporate Governance*, 7(5), pp: 586-598.
- Babakus, Emin, David W. Cravens, Mark Johnston & William C. Moncrieft. 1999. The Role of Emotional Exhaustion in Sales Force Attitude and Behaviour Relationships. *Journal of The Academy of Marketing Science*, 27(1), pp: 58-70.
- Boyd, N. G., Lewin, J. E. & Sager, J. K. 2009. A Model of Stress and Coping and Their Influence on Individual and Organizational Outcomes. *Journal of Vocational Behavior*, 75(2), pp: 197-211.
- Churiyah, Madziatul. 2011. Pengaruh Konflik Peran, Kelelahan Emosional terhadap Kepuasan Kerja dan Komitmen Organisasi. *Jurnal Ekonomi Bisnis*, 16(2), pp: 145-154.
- Edmondson, Diane R. 2008. Emotional Exhaustion and Its Role in Service Sabotage Among Boundary Spanners. *Graduate Theses and Dissertations*. <http://scholarcommons.usf.edu/etd/226>. Diunduh tanggal 24, bulan 12, tahun 2014.
- Farhadi, H., Fatimah, O., Nasir, R. & Wan Shahrazad, W. 2012. Agreeableness and Conscientiousness as Antecedents of Deviant Behaviour in Workplace. *Asian Social Science*, 8(9), pp: 2-7.

- Ghozali, Iman. 2007. *Aplikasi Analisis Multivariate dengan Program SPSS*. Universitas Diponegoro.
- Golparvar, Mohsen. 2015. Unconventional Functions of Deviant Behaviors in the Relationship Between Job Stress and Emotional Exhaustion: Three Study Findings. *Current Psychology*.
- Golparvar, Mohsen, Manouchehr Kamkar & Zahra Javadian. 2012. Moderating Effects of Job Stress in Emotional Exhaustion and Feeling of Energy Relationships with Positive and Negative Behaviors: Job Stress Multiple Functions Approach. *International Journal of Psychological Studies*, 4(4), pp: 99-112.
- Golparvar, Mohsen, Mohsen Taleb, Fahimeh Abdoli & Hassan Abedini. 2015. Stress Coping Styles Moderating the Relationship Between Job Stress and Deviant Behaviors: Some Gender Discriminations. *American Journal of Economics, Finance and Mangement*, 1(5), pp: 377-387.
- Golparvar, Mohsen, Safoura Dehghan & Ali Mehdad. 2014. Relationship between Emotional Exhaustion and Deviant Behaviors: Moderating Role of Big Five Personality Traits. *International Journal of Scientific Research in Knowledge*, 2(6), pp: 285-296.
- Gunawan, Denni Hendra. 2011. Analisis Pengaruh Sumber-Sumber Stres Kerja Terhadap Kelelahan Emosional dan Dampaknya Terhadap Kinerja Perawat RS Dr Oen Surakarta. *Skripsi Sarjana Jurusan Manajemen pada Fakultas Ekonomi Universitas Atma Jaya, Yogyakarta*.
- Gunusen, Neslihan Partlak, Besti Ustun & Sabri Erdem. 2014. Work Stress and Emotional Exhaustion in Nurses: The Mediating Role of Internal Locus of Control. *Research and Theory for Nursing Practice: An International Journal*, 28(3), pp: 260-268.
- Handoko, T. Hani. 2001. *Manajemen Personalia & Sumber Daya Manusia*. Cetakan ke-15. Yogyakarta: BPFE-Yogyakarta.
- Hidayanti, Reni, Yadi Purwanto & Susatyo Yuwono. 2008. Kecerdasan Emosi, Stres Kerja dan Kinerja Pegawai. *Jurnal Psikologi*, 2(1), pp: 91-96.
- Hsieh, Yi-Hua dan Mei-Ling Wang. 2012. The Moderating Role of Personality in HRM - from the Influence of Job Stress on Job Burnout Perspective. *International Management Review*, 8(2), pp: 5-14.
- Jaewon, Yoo & Gary L. Frankwick. 2013. Exploring the Impact of Social Undermining on Salesperson Deviance: An Integrated Model. *Journal of Personal Selling and Sales Management*, 33(1), pp: 81-92.

- Javed, Raashid, Mudrasa Amjad, Usman Yousaf Faqeer-Ul-Ummi & Rabia Bukhari. 2014. Investigating Factors Affecting Employee Workplace Deviant Behavior. *International Journal of Innovation and Applied Studies*, 9(3), pp: 1073-1078.
- Leblanc, M. M., & Kelloway, E. K. 2002. Predictors and outcomes of workplace violence and aggression. *Journal of Applied Psychology*, 87(3), pp: 444-453.
- Liana, Lie. 2009. Penggunaan MRA dengan SPSS untuk Menguji Pengaruh Variabel *Moderating* terhadap Hubungan antara Variabel Independen dan Variabel Dependen. *Jurnal Teknologi Informasi DINAMIK*, 14(2), pp: 90-97.
- Luthan, Fred. 2006. *Perilaku Organisasi*. Yogyakarta: Andi.
- Maslach, Christina & Jackson, Susan E. 1981. The Measurement of Experienced Burnout. *Journal of Occupational Behavior*, 2, pp: 99-113.