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THE EFFECT OF JOB BURNOUT AND ORGANIZATIONAL CLIMATE ON WORKPLACE INCIVILITY IN NURSES

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ABSTRACT

BACKGROUND: Job burnout is a syndrome of emotional exhaustion and cynicism that often occurs in workers in the field of community service. The organizational climate is a set of work quality that becomes the cause of job burnout. This is then able to trigger workplace incivility, which also occurs in nurses as workers in the field of community service.

Aim: This study aims to determine the effect of job burnout and organizational climate on workplace incivility in nurses.

METHOD: The study was conducted on nurses with a total of 156 nurses and using a non-probability sampling method, namely accidental sampling. Data collection was done with MBI-HSS questionnaire (22 items) for job burnout variables, Organizational Climate Questionnaire (18 items) for organizational climate variables, and IIBS (28 items) for workplace incentive variables. Data analysis was performed using multiple linear regression techniques with the help of SPSS 23.0 for Windows.

RESULT: The results showed that there was a significant effect between job burnout and organizational climate on workplace incivility in nurses ($p = 0.000$; $R^2 = 0.400$). Job burnout has a positive effect ($p = 0.000$; $R^2 = 0.264$) while the organizational climate has a negative effect ($p = 0.000$; $R^2 = 0.245$).

CONCLUSION: It can be concluded that job burnout and organizational climate have a

significant influence on workplace incivility where job burnout and organizational climate separately also have a significant influence on workplace incivility.

INTRODUCTION

Workplace incivility is proven to have many negative impacts on companies and individuals or workers. Some managers consider that workplace incentives are bad, but they are not aware of the real impact of such behavior (Porath and Pearson, 2013). The workplace incivility phenomenon can be caused by various factors, one of which is job burnout. Research involving the relationship of workplace incivility and instigated workplace incivility shows that burnout positively mediates these two variables. In addition, burnout has also been shown to have a positive relationship with workplace incivility (Loh and Loi, 2018). The cynicism dimension is also highly predicted to also be able to trigger incivility in the future (Loh and Loi, 2018).

Job burnout is the prolonged response to emotional and interpersonal stressors at work characterized by emotional exhaustion (emotional exhaustion), depersonalization (depersonalization), and decreased personal achievement (Maslach, Schaufeli and Leiter, 2001). Job burnout is defined as a mental condition when someone fails to implement coping strategies to deal with work stress. The stress can then make individual to become tired, which will gradually reduce his interest in work and in building positive relationships with fellow colleagues (Sabbah et al., 2012).

In addition to job burnout, workplace incivility can also be caused by organizational climate (Schilpzand, De Pater and Erez, 2016). Organizational climate is the quality of an organization's internal environment that has lasted long enough, experienced, and influenced the behavior of its members so that it can describe the values of a set of organizational characteristics (Hardjana, 2006). The quality of the internal environment in question is not in the form of objective conditions, but rather the experiences of members, who process and form a perception of the work environment. This perception then influences their behavior in working and behavior (Hardjana, 2006).

In this study, researchers are interested in providing a focus on medical workers, nurses who are vulnerable to workplace incivility. This is due to the relationship built by nurses with medical personnel is a complex interpersonal relationship because it involves other parties. In such situations, nurses often receive words and insults from fellow nurses when they are not effective in dealing with patients (Felblinger, 2008). In other situations, nurses are also involved in work sabotage, scathing criticism, and gossip (Felblinger, 2008). On the other hand, in the process the researchers realized that research examining the effect of workplace incivility on nurses in Indonesia was rarely conducted. For this reason, this study was prepared with consideration as an objective in analyzing the effect of job burnout and organizational climate on workplace incivility in nurses.

RESEARCH METHOD

This research is an explanatory quantitative research type that emphasizes its analysis of data in the form of numbers so that it can be processed using statistical methods to test the proposed hypothesis (Neuman, 2014). Based on its purpose, this study also includes explanatory research that can identify the source of behavior and social conditions and beliefs that are owned.

Based on the method, this research is a survey research using a questionnaire as a data collection medium. Survey research generally studies data from samples taken from a population so that generalizations can be determined in that population. This research was conducted in the dimension of cross-sectional time, which means that the data collection was carried out on several people at the same time and only done once (Neuman, 2014). While the variables used in this study are 2 independent variables and 1 dependent variable.

Based on the existing problems, the population used in this study is nurses. The sampling technique used is non-probability sampling where each element contained in the population does not have the same opportunity or opportunity to be selected as a sample. The type of non-probability sampling used is accidental sampling. Sampling is done based on coincidence or incidental to anyone who accidentally meets with researchers and is considered suitable as a source of research data (Siregar, 2013). In determining the sample size, this study refers to the Tabachnick & Fidell calculation which is $N > 50 + 8m$, where m is the number of independent variables (Pallant and Manual, 2007). Thus, the minimum sample needed is 68 people.

The instrument used to measure job burnout variables is the Maslach Burnout Inventory-Human Services Survey (MBI-HSS) scale. The scale consists of 22 items divided into 3 dimensions, namely emotional exhaustion (9 items), depersonalization (5 items), and decreased self-achievement (8 items). While collecting organizational climate variable data using Stringer's organizational climate scale. This scale consists of 18 items divided into 6 dimensions, namely structure (4 items), standards (3 items), responsibilities (3 items), award (2 items), support (3 items), and commitment (3 items). Finally, to measure the workplace productivity variable, the Indonesia Incivility Behavior Scale (IIBS) scale is used by reversing the perspective to make it suitable for measuring the incivility of the offender's side. This scale consists of 28 items divided into 5 dimensions, namely interfering with the affairs of others (6 items), neglect (8 items), unfriendly communication (5 items), arbitrary actions (4 items), and invasion of privacy (privacy issues) (5 items).

RESULTS AND DISCUSSION

DESCRIPTIVE ANALYSIS RESULTS

Descriptive statistical analysis is used to determine the general characteristics of

the collected data. This analysis consists of information on the mean calculation, mean, median, range of population, standard deviation, maximum value, minimum value, skewness, and kurtosis. The following are the results of the descriptive statistical analysis of research data:

Table 1. Descriptive Analysis Results

	Job Burnout	Organizational Climate	Workplace Incivility
N	156	156	156
Average	35	56.5	38.4
Median	36	57	38
Standard Deviation	13.113	8.037	7.059
Range	58	33	27
Skewness	0.084	0.092	0.327
Standard Skewness Error	0.194	0.194	0.194
Kurtosis	-0.403	- 0.553	0 600
Standard Kurtosis Error	0.386	0.386	0.386
Minimum Marks	4	39	28
Maximum Marks	62	72	55

Based on **table 1**, it can be seen that the amount of data processed is 156 subjects. Job burnout variables have an average value of 35, a median of 36, the lowest value of 4, and the highest value of 62. Then for organizational climate variables have an average value of 56.5 with the lowest value of 39, the highest value of 72, and a median of 57. Furthermore, the average value of the workplace incivility variable is 38.4, the lowest value is 28, the highest value is 55, and the median value is 38.

Subject Descriptions based on Score Categories

The subject score categorization in social research is used to place individuals in divided and tiered groups based on a continuum that has been previously measured (Azwar, 2012). The categorization in this study is determined based on the normalization calculation as follows:

Table 2. Normalization Reference for Score Categorization

Stanfive	Category
Mean + 1.5SD < X	Very High
Mean + 0.5SD < X ≤ Mean + 1.5SD	High
Mean - 0.5SD < X ≤ Mean + 0.5SD	Moderate
Mean - 1.5SD < X ≤ Mean - 0.5SD	Low
X ≤ Mean - 1.5SD	Very low

Job Burnout Score Categories

In table 3, it can be seen the distribution of subject scores on the variable job burnout where the majority of subjects in this study experienced a level of job burnout in the medium category, as many as 66 people.

Table 3. Distribution of Job Burnout Scores

Score Criteria	Category	Frequency	Percentage
$55 < X$	Very High	15	9.6%
$42 < X \leq 55$	High	26	16.7%
$28 < X \leq 42$	Moderate	66	42.3%
$15 < X \leq 28$	Low	42	26.9%
$X \leq 15$	Very low	7	4.5%
	Total	156	100%

Organizational Climate Score Category

Table 4 shows the distribution of subject scores on the organizational climate variables and the majority in the medium category of 65 people.

Table 4. Distribution of Organizational Climate Scores.

Score Criteria	Category	Frequency	Percentage
$69 < X$	Very High	13	8.3%
$61 < X \leq 69$	High	28	18
$52 < X \leq 61$	Moderate	65	41.7%
$44 < X \leq 52$	Low	40	25.6%
$X \leq 44$	Very low	10	6-4
	Total	156	100%

Workplace Incivility Score Category

Based on **Table 5** we can see the distribution of subject scores on the workplace incivility variable and the majority are at a moderate level of 54 people.

Table 5. Distribution of Workplace Incivility Scores

Score Criteria	Category	Frequency	Percentage
$49 < X$	Very High	13	8.3%
$42 < X \leq 49$	High	33	21.2%
$35 < X \leq 42$	Moderate	54	34.6%
$28 < X \leq 35$	Low	39	25%
$X \leq 28$	Very low	17	10.9%
	Total	156	100%

Assumption Test

Normality test

The first assumption test is the normality test to find out whether the data collected has normal distribution or not. A good regression model has a residual value that is normally distributed. Data is said to be normal if the distribution curve is in the form of symmetrical bells with the largest frequency in the middle and smaller frequencies on the right and left until it reaches an extreme position (Pallant and Manual, 2007). Based on the normality test, it is known that the significance value of the residual value is 0.200. which means the data of this study are normal because the significance value is more than 0.05.

Linearity Test

Linearity test is performed to find out whether the variable X has a linear relationship with the variable Y. The relationship can be said to be linear if the significance value is less than 0.05 (Field, 2009).

The results of the linearity test conducted by researchers showed that the significance value of the variable job burnout with workplace incivility was 0.000 and the organizational climate with workplace incivility was 0.000. Thus, it can be concluded that there is a linear relationship between the X variables in the Y variable in this study.

Multicollinearity Test

Multicollinearity test is performed to determine whether there is a correlation between the two independent variables studied. A good regression model should be free of multicollinearity and be seen from the value of Tolerance > 0.1 or VIF value < 10 (Pallant and Manual, 2007).

The results of multicollinearity tests conducted by researchers showed the tolerance value of the job burnout variable and organizational climate is 0.925 and the VIF value is 1.081. Thus, it can be concluded that there is no multicollinearity in this regression model and the two independent variables are not interconnected.

Homoscedasticity Test

Homoscedasticity test is used to see whether a regression model experiences a similarity in residual variance from one observation to another. If there are inequalities, the regression model experiences heteroskedasticity. Based on scatterplot results, it is known that the resulting points spread and do not form a particular pattern. If a clear or systematic pattern is formed, such as curved or higher on one side, it can be said to occur heteroskedasticity (Pallant and Manual, 2007).

Thus, it can be concluded that this regression model fulfills the homoscedasticity assumption.

DISCUSSION

The Effect of Job Burnout and Organizational Climate on Workplace Incivility

Job burnout and organizational climate together can affect workplace incivility. In several studies, it is explained that job burnout is negatively related to organizational climate and both simultaneously affect individual behavior (Salari, Zainalipour and Fini, 2013). An effective organizational climate can shape members' positive perceptions of their work environment. According to Quinn & Rohrbaugh effective organizations are able to balance the four quadrants, namely Human Relations, Internal Processes, Open Systems, and Rational Goals (Patterson et al., 2005). Under these conditions, members of the organization can overcome job burnout in more effective ways too. Then, simultaneously organizational climate conditions and job burnout are able to influence individual behavior in the workplace both positive and negative (Asi, 2014).

If a simple linear regression test is performed on each independent variable separately then there is a significant direct effect on the dependent variable. First, job burnout has a significant effect on workplace incivility (Demskey et al., 2019). This is in line with previous research which states that job burnout can influence someone to act incivally (Blau and Andersson, 2005). Individuals who experience burnout are in a depressed condition which makes them feel they lack emotional resources to apply social skills when interacting with others.

The results of the next simple linear regression analysis show that organizational climate significantly influences workplace incivility. This is consistent with research which states that certain organizational climate conditions can trigger incivility (Blau and Andersson, 2005). In this research, it was explained that the individual's perception of the organizational structure called climate of informality can make individuals act incivil because of the lack of clarity about the behavior that can be accepted by other colleagues so that it causes misinterpretation. Individuals who work in such informal environments feel they do not have to be in their best behavior when interacting with others (Andersson and Pearson, 1999).

The Effect of Job Burnout Dimensions on Workplace Incivility

The dimension of emotional exhaustion on the job burnout variable has the greatest effect on workplace incivility. This is consistent with the opinion that emotional exhaustion at a high level will trigger individuals involved in high incivility actions (Van Jaarsveld, Walker and Skarlicki, 2010). According to Grandey social work that involves interaction with others can trigger emotional exhaustion (Van Jaarsveld, Walker and Skarlicki, 2010). In the field of health services, interactions with colleagues and patients in high intensity can increase emotional fatigue.

According to Johnson & Indvik when emotional fatigue increases, a person will lose cognitive ability to respond to other people in the right way so that incivility behavior arises (Blau and Andersson, 2005).

The Effect of Job Burnout Dimensions on Workplace Incivility

The job burnout variable has the greatest influence on the dimensions of interfering in other people's business in workplace incivility. Some of the behaviors included in this dimension include bringing up coworkers' past problems, clandestinely trying to find out what coworkers are working on, interfering in colleagues' personal affairs, gossiping behind coworkers, discussing coworkers' private confidential information in front of the crowd, and talking about coworkers from behind (Handoyo, Samian and Suhariadi, 2018).

It is known that nurses are often involved in gossiping activities (Babaei Aghbolagh and Sattari Ardabili, 2016). This is caused by pressure and workload which can cause emotional exhaustion. One of the nurses' self-defense mechanisms from these problems is by engaging in social interactions with coworkers. The act of gossiping can occur in these interactions (Hershcovis et al., 2017). Changing the subject from work to personal matters when gossiping can release nurses' thoughts about the conditions of work routines that are stressful so as to keep them calm. Nurses also get a source of emotional energy in the form of support and confidence through gossip (Babaei Aghbolagh and Sattari Ardabili, 2016).

Effect of Organizational Climate Dimensions on Workplace Incivility

Each dimension of organizational climate has a significant effect on workplace incivility. First, the structural dimensions that have a significant effect on workplace incentives are in accordance with research (Andersson and Pearson, 1999).

In that research, it was explained that individual perceptions of organizational structures called climate of informality can make individuals act (Andersson and Pearson, 1999). The dimensions of the standards show the perceptions of members in trying to improve performance to reach a degree of pride because they have worked well and correctly. Standards are set as guidelines to increase responsibility in maintaining service quality. That way, members are less likely to exhibit negative behavior in the workplace when they feel the standards set can provide benefits for themselves such as a sense of pride (Kanten and Ulker, 2013).

Effect of Organizational Climate Dimensions on Workplace Incivility

Organizational climate has the most significant influence on one dimension of workplace incivility, namely the neglect dimension. Some of the behaviors included in this dimension include slow response towards messages for no reason, ignoring coworkers' opinions in meeting forums, avoiding asking questions when

they should, responding to questions briefly, breaking promises, not giving information that should be given, and getting angry by ignoring coworkers (Handoyo, Samian and Suhariadi, 2018).

The results of this study can be explained by Swansburg & Swansburg which states that there are some positive organizational climate characteristics, one of which is good teamwork and can be demonstrated through a sense of belongingness, mutual trust, and respect that encourages members to respect, listen, and respond to others well (Latif, 2010). Thus, when the organizational climate is negative then incivility actions will arise where the most prominent are acts of neglect that do not show respect and respect for others such as the neglect dimension in this study.

CONCLUSION

Based on data analysis, it can be concluded that, first, job burnout and organizational climate have a significant influence on workplace incivility where job burnout and organizational climate separately also have a significant influence on workplace incivility. Second, from the results of dimensional analysis, the dimensions of emotional exhaustion in job burnout provide the greatest influence on workplace incivility. Vice versa, the dimension of interfering in other people's business from workplace incivility has the most influence on job burnout. Third, the dimension of commitment to organizational climate has the most influence on workplace incivility and the neglect of workplace incivility has the most influence on organizational climate.

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