**The Influences of Costumer Incivility and Work Stress on Job Satisfaction through Burnout**

Ribut Prasetyo1, Dian Alfia PurwandariPurwanto2,Tantri Yanuar Rahmat Syah3

13Master of Management Departement, University of Esa Unggul, Indonesia

2Universitas Negeri Jakarta, Indonesia

**prasetyoribut84@gmail.com**

**ABSTRACT**

The need of public service nowadays has always been increasing either in its quality or quantity. In public service, it requires employee to have high amount of job satisfaction, because a highly satisfied employee will do the tasks and duties with high pleasure in the public service sector. Employee’s job satisfaction is affected by some factors, either from inside the employee itself or from the outside or external. Factors that affect job satisfaction are customer incivility, work stress and burnout. This study aims to examine the customer incivility and work stress to job satisfaction through burnout so that this test will provide benefits to parties concerned. This study was conducted on 191 respondents in 191 Investment Unit and One-stop Integrated District Services offices in DKI Jakarta, Indonesia, by spreading quesionnaires with quantitative, then analyzed with SEM (Structural Equation Modelling) by using Lisrel. The result of this study indicates that customer incivility, work stress affect negatively and significantly to burnout also burnout affects negatively and significantly to job satisfaction. This study model can be reused in a different study case and can increase other variables that affect the job satisfaction.

**Keywords:** Customer Incivility, Work Stress, Burnout, Job Satifaction

**INTRODUCTION**

Public service is an activity carried out by the government, the private sector on behalf of the government, or the private sector itself to meet the needs of society such as goods, services and or administratively in accordance with applicable legal provisions. The quality and quantity of public services is increasing and public service activities are now not only an administrative problem but higher than that, namely the fulfillment of desires according to the needs of the community. Therefore we need employees as public servants with high job satisfaction. Organizations will definitely seek better performance and productivity (Suryanto et al., 2019). The performance of an employee that is owned by the level of job satisfaction (Maswani et al., 2019). Job satisfaction is a factor that is expected to improve the quality of public services (Nurung *et al*., 2019). Employee job satisfaction, especially in public services, has a very important role and it is hoped that employees who work in the field of public services have high job satisfaction. Because high job satisfaction will encourage employees to work better. Someone who has high job satisfaction will produce good performance for the company (Dwi & Rojuaniah, 2018).

Rad (2006) defined that employee job satisfaction is the attitude that employees have towards their job and the organization in which they do the job and that job satisfaction is generally recognized as a form of various things about how employees feel about parts of the job that come from within and outside. In the end, satisfied employees can provide high-quality service which is beneficial for the company as well as for external customers, in this case society, whereas for employees who are not satisfied with their work, the services provided are not of high quality (Barnes, 2003). On the contrary, dissatisfaction is believed to be one of the main factors that reduce the motivation and morale of an employee at their place of work, which can result in decreased productivity which in turn affects the overall performance of the organization. (Inuwa, 2016).

Meanwhile, in carrying out daily work, an employee whose job is to serve customers on the front lines interacts with consumers directly and more frequently, when compared to colleagues or even leaders who work indoors (Dormann & Zapf, 2004), and many organizations make it imperative for employees to provide service politely even when they are exposed to incivility or rude customers (Ben-Zur & Yagil, 2005). Employees who provide public services must have high job satisfaction, employees who are satisfied with their work will be happy to carry out their duties and obligations as employees in the public service sector, namely serving the community. (Nurung *et al*., 2019). Job satisfaction is an important thing that must be owned by every employee who works in public services.

Employee job satisfaction is influenced by several things, both from inside and outside or externally. The things that affect job satisfaction are customer disrespect, job stress and burnout. Satisfied employees are employees whose work can be relied on. In addition, employees who are satisfied will have the resources and responsibility to understand and fulfill customer demands. Employees who get satisfaction at work are considered to have adequate emotional resources to show empathy, understanding, respect, and concern for consumers (Ariani, 2015).

In providing services to the society, customer incivility has an effect on job satisfaction of an employee who works in public services. Previous research that examined the relationship between the variable customer incivility and job satisfaction has been conducted by (Wilson & Holmvall, 2013) ; Cho & Lee (2016) stated that customer incivility has a negative and significant effect on employee job satisfaction.

However, in the study conducted by (Alola *et al*., 2019) the result is that the relationship of customer incivility has a negative and insignificant effect on satisfaction. This result is different and a counter to the study conducted by (Wilson & Holmvall, 2013) and Cho & Lee (2016), thus making the literature gap in this study. In addition, research that examines the relationship between variables of customer incivility, work stress, burnout and job satisfaction is still rarely done, and the object of research is different from previous research, namely the object of this research is the front office staff of the Public Service, this is a gap in this study.

Previous study that tested the variables of work stress and job satisfaction has been conducted by (Masihabadi et al., 2015); (Chung et al., 2017) who found that work stress has a negative effect on job satisfaction. Previous study that tested the burnout and job satisfaction variables has been conducted by (Cheng & O-Yang, 2018); (Appelbaum et al., 2019); Tarcan *et al*., (2017) which suggested that there is a negative relationship between job satisfaction burnout. Study on the relationship between customer incivility and burnout has been conducted by Yang & Lau, (2019); Han *et al*., (2016) that the study result shows that customer incivility has a positive effect on burnout.

Meanwhile, research that tested the relationship variable between work stress and burnout is done by Khamisa *et al*., (2015); (Choi et al., 2019) which suggested that work stress had a significant positive effect on burnout. Likewise, the results is that job stress significantly and positively affects burnout.

Based on the explanation above, it is necessary to conduct research to deepen the relationship between customer incivility and employee job satisfaction, which in the end the purpose of this study is to test the effect of customer incivility and work stress on job satisfaction through burnout, so that this test will provide benefits to all parties concerned.

**2. Literature Review**

**2.1. Customer incivility**

Incivility is defined as deviant behavior to a low degree and with ambiguous intentions and goals that are detrimental to its target, violating the norm of mutual respect on the spot (Andersson & Pearson, 1999). Customer incivility is defined as abusive consumer behavior that violates social norms of mutual respect and is carried out with an invisible purpose to injure service employees which include annoying service employees when they speak, grumbling about slow service, not thanking employees for their services, and speak to service employees in an offensive manner (Zhu *et al*., 2019).

Customer incivility is defined as low-intensity deviant behavior with an ambiguous intention to harm the target, that violates workplace norms of mutual respect, situations where employees perceive customer rudeness such as when consumers ignore employees and or speak to employees in a rude and disrespectful manner or insulting and incivility behavior as the most common form of workplace abuse (Han *et al*., 2016).

Customer incivility is defined as the treatment of someone who has low quality that service employees receive from their interactions with their customers during the course of the service, which has a detrimental effect on service employees, customer service provided and the overall reputation of the service. (Boukis *et al*., 2020).

Incivility in the workplace is low-intensity deviant behavior with an ambiguous intention to harm the target, that violates workplace norms of mutual respect, is characterized by rude, or disrespectful acts that clearly intend to harm the employee and employees are easy to recognize this type of abuse because it is perceived as an everyday problem rather than overt stress, the culprit is outside the organization (Sliter *et al*., 2012).

So it can be concluded that customer incivility is deviant behavior carried out by people outside the organization with the intention of hurting the service provider, which is carried out roughly with no more mutual respect norms, which is detrimental to service employees, customer service that has been provided and the overall reputation of the service.

**2.2. Work Stress**

Work stress is a situation where workers interact with their work characteristics which negatively impact on changes in the worker's psychological or physical condition, which is caused by role problems, overwork, demands for social contact and social status, work stress resulting in turnover and absences, psychosomatic illness, job dissatisfaction and burnout, and job stress are associated with a combination of high job demands and low resources (Tongchaiprasit & Ariyabuddhiphongs, 2016).

Work stress is a chronic disease caused by conditions in the workplace that have a negative impact on individual performance and the overall health of an employee's body and mind, the higher the stress the lower the employee's performance (Kotteeswari & Sharief, 2014). Work stress as a psychological condition caused by an imbalance between the demands of the work and the ability of the subject to cope with these demands, work stress is intrinsically harmless and even some of it is the level of stress that is needed to motivate people to increase the efficiency of their work. (Ardakani *et al*., 2013).

Work stress is defined as an employee's reaction to characteristics in the workplace that appear to be mentally and physically threatening, which results in employees being unhealthy, less motivated, less productive, and less secure in the workplace, which can affect job performance. (Lu *et al*., 2017). Individual reactions to the characteristics of the work environment that appear to have an emotional and physical impact, which is marked by the condition of employees who are unhealthy, less motivated, less productive, and less safe in the workplace (Arshadi & Damiri, 2013).

So work stress is the employee's reaction to mental and physical threats arising from the characteristics of their work which results in employees being unhealthy, less motivated, less productive, and less safe in the workplace, thus affecting performance and job satisfaction caused by high job demands and low resources.

**2.3. Burnout**

Burnout is a three-dimensional syndrome consisting of fatigue (emotional), cynicism (also called personalization), and a lack of professional efficacy (or reduced personal achievement) that develops in response to chronic work stress.(Bianchi *et al*., 2015).Burnout is a psychological syndrome that arises as a prolonged response to chronic interpersonal stress at work, consisting of such responses as excessive fatigue, feelings of cynicism and abandonment of work, and feelings of ineffectiveness and lack of achievement. (Maslach & Leiter, 2016).

Burnout is a response to chronic work-related stress that consists of three components or dimensions: emotional exhaustion, depersonalization, and personal achievement which can be reduced by engagement, positive results, greater efficiency, and commitment to work (Cañadas-De la Fuente *et al*., 2015). Burnout is the impact of stress which is characterized by emotional exhaustion which occurs when an employee does not have adequate psychological and physical resources, and intends to reallocate his resources from stress and being less productive to others. (Yang & Lau, 2019).

Burnout is a condition of pressure from work, unable to achieve goals at work, or loss of feelings of achievement at work, and feelings of boredom at work. (Chen Jia-Chern, Hsu Chin-Hsien, 2016).

So burnout is a response to chronic stress at work characterized by overflowing fatigue, feelings of cynicism and leaving work, and feelings of ineffectiveness and lack of achievement which ultimately reduces commitment in the employee's place of work.

**2.4. Job Satisfaction**

Job satisfaction is a general attitude towards a person's job, with varying degrees between individuals, which shows the difference between the number of awards received by workers and the amount they have to receive from their work, if not achieved it has an impact on a strong desire to resign, increasing work stress and the emergence of various psychological and physical problems (Jusmin *et al*., 2016).

Job satisfaction is an emotional state that pleases a person with the work done, which has a positive effect on job performance, company performance and consumers' perceptions of service quality, satisfaction and retention achieved through employee job involvement (L. Lu *et al*., 2016). Job satisfaction is a positive assessment of an employee for the work environment, employees who have job satisfaction feel more satisfied with the results of the work that has been done (Alola *et al*., 2019). Job satisfaction is defined as the attitude and feelings of a person towards his job and becomes a determining role for satisfaction in carrying out work (Ardakani et al., 2013).

Job satisfaction is a subjective point of view that differs between individuals including feelings about their work and the organization that employs them, including pleasant emotional states resulting from achieving values that are influenced by pay, working hours, schedules, benefits, stress levels, and flexibility and impact on productivity, motivation, performance, and life satisfaction (Abuhashesh *et al.*, 2019). Job satisfaction is an employee's affective/emotional feeling towards his job and whether the employee likes his job (Lambert *et al*., 2016).

So job satisfaction is the feeling of an employee who assesses their job and likes or dislikes the work they does which is influenced by payment, working hours, schedules, benefits, stress levels and flexibility and has an impact on productivity, motivation, performance and life satisfaction of employees.

1. **HYPOTHESIS**

**3.1. The influence of customer incivility to burnout**

Employees who have direct contact with costumers or customers who usually work in services are faced with a stressful work environment that is usually associated with complaints and frustrations of unpleasant consumer behavior, angry coworkers, or supervisors (Sakurai & Jex, 2012). Emotional exhaustion felt by customer servants is shown in feelings of helplessness, hopelessness and feelings of weakness when facing incivility from customers, so that customer behavior makes service provider employees less innovative to provide high-quality services which results in decreased service quality. Service providers may only want to complete transactions as quickly as possible to end interactions with rude customers (Sliter *et al*., 2010). customer incivility can have another negative effect on employees and the organization (Torres *et al*., 2017).

Burnout of a public service officer as a public (society) servant is strongly influenced by the incivility of customers, this is in accordance with the study conducted by(Yang & Lau, 2019) where the results of the research are that customer incivility has a positive effect on work burnout and the same results from study conducted by (Han *et al*., 2016). Based on the statement above, the hypothesis of the study is:

 H (1): customer incivility increases employee burnout.

**3.2. The influence of work stress to burnout**

An employee when working or carrying out a job in the workplace cannot be denied that there will be various consequences for the employee in the form of work stress. This work stress cannot be eliminated completely as long as the employee carries out his duties and responsibilities.

Employees who are faced with high job demands, and have to work to serve the needs of many people will experience symptoms of emotional exhaustion. The high demands of companies in facing competition certainly have an impact on employee workloads which can trigger work stress. Thus, work stress can affect the level of employee exhaustion

The study conducted by (Khamisa et al., 2015) suggested that that job stress significantly positive affects burnout. Meanwhile, the study conducted by (Choi et al., 2019); (Tziner et al., 2015) the result was that job stress has a positive effect on burnout. Based on the statement above, the hypothesis of the study is:

H (2) : Work stress increases employee burnout.

**3.3. The influence of customer incivility to job satisfaction**

Several study results on the influence of incivility on job satisfaction had been put forward by several writers (G. Kim et al., 2014) argued that incivility actions by customers resulted in low job satisfaction. (Wilson & Holmvall, 2013) argued that customer incivility has a negative effect on employee job satisfaction, where the negative effect is significant. Likewise with study conducted by (Alola et al., 2019) resulted that customer incivility had an effect on employee job satisfaction, the results of his research are that customer incivility has a negative effect on employee job satisfaction.. Based on the information above, the hypothesis of the study is:

H (3) : Customer incivility decreases employee’s job satisfaction.

**3.4. The influence of work stress to job satisfaction**

When someone realizes the pressure on them or someone faces a large burden that is not suitable for their work which occurs continuously for a long period of time, it will cause interval, mental, physical problems or affect a person's behavior (Mansoor *et al*., 2011).

Employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline can increase *Abuhashesh et al*., (2019). Employee job satisfaction can be seen from the subjective point of view of the employee regarding the work they are doing and the organization where the employee is doing their job.

The influence of job stress on job satisfaction has been conducted by research Chung et al., (2017) where the results of the study showed that work stress had a positive effect on job satisfaction. Meanwhile with study conducted by Ardakani et al., (2013) who stated the results of their study on the effect of the dimensions of work stress on job satisfaction, namely by increasing the physical conditions of the workplace and work interest in workers, the level of work stress will decrease and in turn, job satisfaction will increase, this shows that job stress has a negative effect on job satisfaction. Based on the study case above, the hypothesis of the study is:

H (4) : Job stres menurunkan kepuasan kerja karyawan

**3.5. The influence of burnout on job satisfaction**

Work burnout is usually due to excessive workload. Excessive workload and too little workload are stress generators. Workload that is considered not commensurate with the job satisfaction achieved will provide a great opportunity for this to happen. Burnout that occurs continuously every day will result in chronic fatigue. Feelings of tiredness occur not only after working in the afternoon, but also during work, sometimes even before. So, work burnout is a problem that should get attention. A workforce is disturbed due to physical and psychological fatigue, the result will be felt by the company in the form of a decrease in company productivity. Meanwhile, job satisfaction is an inner fulfillment and an emotion of pride in doing a certain job. Thus, burnout affects job satisfaction (Ulutas, 2018).

The study that had been conducted on the influence of burnout was the study conducted Appelbaum *et al*., (2019) who found that burnout had a negative effect on job satisfaction. Study with the same variables was conducted by Tarcan *et al*., (2017), who found that there was a negative relationship between burnout and three dimensions of job satisfaction, namely physical, mental and inner satisfaction. So the hypothesis is:

H (5) : Burnout decreases employee’s job satisfaction.

Based on the explanation above, the study model is



Image 1: Framework

1. **METHODOLOGY**

**Population and Sampling**

Population that used in this study is the employees of Investment Unit and One-Stop Integrated Services office unit in DKI Jakarta, Indonesia. The amount of the sample in this study is 191 frontline staffs in 191 Investment Unit and One-Stop Integrated Services office unit in DKI Jakarta, Indonesia.

This study uses exogen variables which are customer incivility variable and work stress variable, meanwhile the endogen variables are burnout and job satisfaction. This study is a paper with quantitative approach, sampling technique was obtained by spreading questionnaires to the respondents randomly and measured with Likert Scale with score range 1-5. Score 1 represents completely disagree, score 2 represents disagree, score 3 represents between agree and disagree, score 4 represents agree and score 5 represents completely agree.

**Data Analysis**

The model of the study is a tiered structure model and testing submitted hypotheses by using SEM (*Structural Equation Modelling*) analysis technique, and SEM analysis conducted by using statistics program Lisrel. To obtain a good study result, as a data collector, the questionnaire validity and reliability tests were carried out at the beginning in order to obtain a good and correct conclusion. Reliability is an examination test to measure consistency and intrument while validity is an examination to test that shows the correct condition (valid or not) from developed instrument when measuring certain concept in a study (Hair et al., 2010). Validity and reliability testing were conducted by using software Lisrel version 8.8, with *Confirmatory Factor Analysis* (CFA) test.

**Measurement**

In this study, customer incivility variable will be viewed on study by Sliter et al., (2012) with indicators used, namely harassment by consumers and frustration from neglected consumers with a total of 11 (eleven) items of questions. For work stress variable will be measured based on (Parker & DeCotiis, 1983) that were included on study by Arshadi & Damiri, (2013) with indicators used were time stress and anxiety with a total of 13 (thirteen) questions.

For burnout variable based on study by Almer & Kaplan, (2002) that were adopted by Chen et. al,. (2016) with indicators used, namely emotional exhaustion, reduced personal achievement, depersonalization with 9 (nine) items of question. The job satisfaction variable in this study is based on study by Lambert et al., (2016) which used indicators of employee feelings towards their work and employee preferences for their work with 5 (five) items of questions that were adopted from the study (Brayfield & Rothe, 1951). The number of questionnaires used in this study were 38 indicators. The study sample can be further continued to the next level, because it met the minimum study sample, namely 5 x 38 indicators = 190, (Bentler & Chou, 1987).

**5. RESULT OF THE STUDY**

The research was conducted by spreading using the software Lisrel (Linear Structural Relationship) 8.8 to see and find the relationship between variables, namely Consumer Insolence, Job Stress, Burnout and Employee Satisfaction. The research was conducted by distributing online questionnaires to 191 respondents. The number of samples is in accordance with the minimum sample limit to be processed. Bentler & Chou, (1987) the minimum sample is 5 x the number of indicator variables in the questionnaire will be sufficient for a normal distribution.

**5.1 Respondent Descriptive Analysis**

To obtain the overview of the characteristics of the employees who serve as public servants and work in the front office room (respondents), it is necessary to conduct a descriptive statistical test, namely the number of respondents as many as 191 employees. The characteristics of respondents in this study consisted of gender, occupation, and education.

The majority of public servant employees who work in the pront office room are male, namely 115 employees or 60% and 76 are women or 40%. The work, in this case the status of employees who work as public servants in the front office room, is the majority of *Penyedia Jasa Lainnya Peorangan* (PJLP) or Other Individual Service Providers, namely 152 employees or 80%. Whereas in terms of education, the majority of them have a bachelor’s degree (S), namely 91 employees or 48%, while Junior High School / Senior High School / Vocational High School or equivalent with 87 employees or 45%, the rest are magisters / masters class (S2), namely 13 employees or 7% of the total respondents.

**5.2 Validity and Reliability Measurement**

From the initial measurement data, the standard loading factor value for each indicator used is > 0.60, nthe loading factor value for construct reliability is between 0.60 and 0.70, the reliability concerned is in the good category (Hair, et al., 2006). In the initial measurement, there were 11 indicators that were not used because the value was less than 0.60 and the t value was less than 1.96. Furthermore, to test the construct validity which includes convergent validity, discriminant validity and reliability, it is carried out using Confirmatory Factor Analysis (CFA) analysis.

The first CFA analysis for the fit of the measurement model shows a good fit, namely RMSEA (0.056), NFI (0.95), NNFI (0.98), CFI (0.98), IFI (0.98), and RFI (0.95). So it can be concluded that the overall fit of the model is a good fit*.*

**Table 1. Validity and Reliability Measurement**

|  |  |  |
| --- | --- | --- |
| **Variabel** | **CCR** | **AVE** |
| Custumer Incivility | 0,925 | 0,552 |
| Work Stress | 0,92 | 0,536 |
| Burnout | 0,868 | 0,624 |
| Job Satisfaction | 0,93 | 0,817 |

Note : CCR = Composite Construct Reliability; AVE = Average Variance Extracted.

Based on the table above, the loading factor values of all indicators are good because they meet the validity requirements, namely that all indicators have a loading factor value > 0.6 (Hair, et al., 2006).

**Table 2. Discriminant Validity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 1 | **2** | **3** | **4** |
| 1. Customer Incivility
 | **0,74** |   |   |   |
| 1. Work Stress
 | 0,62 | **0,73** |   |   |
| 1. Burnout
 | 0,69 | 0,7 | **0,79** |   |
| 1. Job satisfaction
 | 0,19 | 0,15 | 0,25 | **0,9** |

 Based on table 2, it is concluded that the AVE root in all constructs is higher I relation to the correlation between these variables and other variables. Discriminant validity is supported because all square roots of the Average Variance Extracted (AVE) range from 0,73 to 0,90 dand are greater than the correlation for each pair of constructs (Fornell and Larcker, 1981).

Model reliability test can be tested by calculating Composite Construct Reliability (CCR) and Average Variance Extracted (AVE). And a variable is said to have good reliability if the CCR value is ≥ 0.70 and the AVE value is ≥ 0.50 (Hair, et. al., 2006). From table 1, the reliability test shows that the values of Composite Construct Reliability (CCR) and Average Variance Extracted (AVE) meet the reliability requirements, namely the CCR value ≥ 0.7 and AVE value is ≥ 0.5, it can be seen that the variables of customer incivility, work stress, burnout, and job satisfaction have a good reliability, namely the AVE value is more than 0.5 and these variables have a CCR value more than 0.7.

**Coefficient of Determination (R2)**

The R square test is the coefficient of determination contained in the variable that is pointed to by the arrow (endogenous). The R square value is used to assess how much influence the independent variable has on the dependent variable whether it has a substantive effect.

**Table 3. Coefficient of Determination result (R2) burnout and work satisfaction variable**

|  |  |  |
| --- | --- | --- |
| **Variable** | **R2** | **Description** |
| B | 0,77 | Strong |
| Job | 0,074 | Weak |

Based on the table 3, the R square burnout value is 0.77 and jobs satisfaction is 0.074. From the table above, it can be concluded that the Burnout variable is a variable that has an R square value of 0.77, which means 77% indicates that has the influence of the variable customer incivility and work stress has a strong effect on burnout and vice versa, the job satisfaction variable has an R square value of 0.074 with means 7.4% shows that the variable customer incivility and work stress have a weak impact on job satisfaction. The burnout variable is influenced by customer incivility and work stress, while job satisfaction is not only influenced by burnout, but also by customer incivility and work stress but not too strong.

**5.3.5. HYPOTHESIS TESTING**

Tabel 4 : Model Estimation Result LISREL

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **The Relation of Coefficient** | **Coefficient** | **t-values** | **Description** | **Result** |
| Customer Incivility --> | Burnout | 0,26 | 4,04 | Positive and Significant | H1 Supported |
| Work Stress -->  | Burnout | 0,69 | 9,19 | Positive and Significant | H2 Supported |
| Customer Incivility --> | Job Satisfaction | -0,023 | -0,26 | Negative and Insignificant | H3 Unsupported |
| Work Stress --> | Job Satisfaction | 0,21 | 1,34 | Positive and  Insignificant | H4 Unsupported |
| Burnout --> | Job Satisfaction | -0,41 | -2,01 | Negative and Significant | H5 Supported |

Based on table 4 above, the results of testing for the hypothesis, namely customer incivility against burnout have resulted in a coefficient value of 0.26 and t count of 4.04 > 1.96 (t table), so it can be concluded that there is a positive significant influence between customer incivility on burnout. The results of hyphothesis testing on the variable work stress on burnout have obtained a coefficient value of 0.69 and t value of 9.19 > 1.96 (t table), it can be concluded that there is a positive and significant effect of job stress on burnout. The test on the next hypothesis, namely the variable between customer incivility and job satisfaction according to table 4, shows that there is a negative and insignificant effect of customer incivility on job satisfaction, this is based on the coefficient value of -0.023 and t value of -0.26 < 1.96 (t table). In addition, the relationship between work stress and job satisfaction has a positive and insignificant effect on job satisfaction based on the coefficient value of 0.21 and t value of 1.34 < 1.96 (t table). The relationship between burnout and job satisfaction shows a negative and significant effect, this can be seen from the coefficient value of -0.41 and t value of -2.01 > 1.96 (t table).

**6. DISCUSSION**

**6.1. The Influence of Customer Incivility on Burnout**

The results of the study have been obtained that customer incivility has a positive and significant effect on burnout. This means that the more customer incivility to staffs/employees of public servants, the higher the burnout felt or experienced by the staffs/employees. Incivility customer leads to employees’ assumptions that consumers treat them rudely, disrespectfully or badly-mannered (Walker et al., 2014). In the service industry, employees are required to maintain high service standards and are faced with situations of customer incivility that trigger employees’ emotional exhaustion (Kim & Qu, 2019). The customer incivility directly and indirectly (through burnout) affects the negative behavior of frontlines employees, incivility customer plays a role in making frontline employees behave negatively (Bani-Melhem, 2020)*.*

This study results support the study by Al-Hawari et al., (2020); Kim & Qu, (2019); Bani-Melhem, (2020); Yang & Lau, (2019) and Han et al., (2016), where the result is that incivility customer have a positive effect on burnout. Population and Sample used by writer are employees who work in front office room One-Stop Intergrated Service District Unit, DKI Jakarta Province, Indonesia. Where the study results show that incivility customer has a positive and significant effect on employee burnout. Previous research took the service industry population in the private sector such as hotels, restaurants, hospitals and tourism, while the population used by this researcher was from the government / public service sector whose study results were the same which stated that customer incivility had a positive effect on employee burnout.

It can be concluded that both in the private sector and the government sector, which is engaged in the service industry, especially for frontline employees who interact directly with customers, incivility customer has a positive effect on employee burnout.

**6.2. The Influence of Work Stress on Burnout**

The study results have been obtained that work stress has a positive and significant effect on burnout. This can be interpreted that the increasing work stress of an employee will increase the burnout felt or experienced by the staff or employee.

People who work in various organizations accept a stress-inducing factor in their work environment, which is called work stress. Work stress is now one of the main health problems that can endanger the life of the employee (Abarghouei et al., 2016). Psychological stress is a major contributor to morbidity, mortality, and health care costs (Bakusic et al., 2017). Work stress, social support, and other environmental factors can affect the level of employee burnout, burnout have a high risk for all organizations, especially the risks for the health of employees, businesses, and the productivity of the organization (Galletta et al., 2016).

This study results support the study by (Abarghouei et al., 2016); (Choi et al., 2019) and the study by (Khamisa et al., 2015) where the results of both studies are work stress has a positive and significant effect on burnout.

With the various research results that have been described, including the results of the study expressed by the writer, it is clear that work stress has a positive effect on burnout. Meanwhile, burnout can lead to and endanger the health of employees, which can make employees make mistakes in carrying out work so that it can reduce the quality of work done by employees (Chou et al., 2014). Therefore, understanding the relationship between work stress and work exhaustion can help us develop approaches to prevent and treat job burnout (He et al., 2020).

**6.3. The Influence of Customer Incivility on Job Satisfaction**

The results showed that customer incivility has a negative and insignificant effect on employee job satisfaction. This means that the higher the consumer disrespect, which is showing the lower the job satisfaction felt by employees, but it is not significant, meaning that the influence is insignificant.

This study results support the study of Alola et al., (2019) where the results of the study show that customer incivility has a negative effect on employee job satisfaction but is not significant. However, the results of this study do not support previous research that has been carried out by Wilson & Holmvall, (2013) and Cho & Lee, (2016) which suggests that customer incivility has a negative and significant effect on employee job satisfaction. This may be due to several things, namely the job satisfaction felt by public sector employees regarding attitudes and commitment to work norms is stronger than employees who work in the private sector (Markovits et al., 2010). In addition, employees who work in the public sector who feel job satisfaction are less likely to express a desire to switch to the private sector (Kankaanranta et al., 2007).

The job satisfaction felt by employees who work in the public sector is greater and the desire to serve customers who need it is very strong, so that incivility behavior by customers in service does not have much effect on job satisfaction of employees who work in public services, it happens along with application and implementation of values at *PMPTSP* DKI Jakarta Province which are *SETIA* -means loyal (*Solusi* (Solution), *Empati* (Empathy), *Tegas* (Strict), *Inovasi* (Innovation), *Andal* (Reliable)) has been successful and ingrained in the personal of employees, so that incivility behavior by customers in service does not have much effect on job satisfaction of employees who work in public services.

**6.4. The Influence of Work Stress on Employee Job Satisfaction**

The results of this study indicate that job stress has a positive influence on employee job satisfaction. This may imply that the level of employee work stress does not reduce job satisfaction, but instead increases the employee's job satisfaction. These results are supported by previous study that has been conducted by (Riaz et al., 2016) where they state that work stress has a positive influence on employee job satisfaction.

However, this is not the case with the results of previous study conducted by (Masihabadi et al., 2015) where the research results put forward is that work stress has a negative effect on job satisfaction. Likewise, previous study that has been done by (Chung et al., 2017) with the results of study work stress has a negative effect on employee job satisfaction.

Work stress is stress, tension, or unpleasant distraction felt by employees that can affect the employee's emotions, thought processes and condition. If job stress is at low to moderate levels, it can actually improve employee performance. However, when the moderate level of stress experienced continuously exceeds the maximum limit, employee performance can decrease (Noermijati & Primasari, 2015). Job satisfaction is a general attitude towards a person's job, with varying degrees between individuals, which shows the difference between the number of awards received by workers and the amount they have to receive from their work, if not achieved it has an impact on a strong desire to resign, increasing work stress and the emergence of various psychological and physical problems (Jusmin *et al*., 2016). In the end, satisfied employees can provide high-quality service which is beneficial for the company as well as for external consumers, in this case society, whereas for employees who are not satisfied with their work, the services provided are not of high quality (Barnes, 2003).

In connection with this and related to the study results obtained by writer that work stress has a positive effect on job satisfaction, this may be due to respondents feeling satisfied with their work because there is control over work excess, sufficient salary, guaranteed career future and a comfortable physical environment. So that respondents or employees can control work stress and can do their job well.

**6.5. The Influence of Work Burnout on Employee Job Satisfaction**

The results of this study indicate that work burnout has a significant negative effect on employee job satisfaction. This may imply that the higher the burnout level of the employees, the lower the level of employee satisfaction. These results support previous study that has been conducted by (Appelbaum *et al*., 2019) who found that burnout has a negative effect on job satisfaction. And study with the same variables is what was conducted by (Tarcan *et al*., 2017), who found that there was a negative relationship between burnout and three dimensions of job satisfaction, namely physical, mental and inner satisfaction.

Job satisfaction is a subjective point of view that differs between individuals including feelings about their work and the organization that employs them, including pleasant emotional states resulting from achieving values that are influenced by payment, working hours, schedules, benefits, stress levels, and flexibility and impact on productivity, motivation, performance, and life satisfaction (Abuhashesh *et al.*, 2019). While burnout causes physical and emotional exhaustion, job dissatisfaction, which results in reduced efficiency and feelings of alienation from colleagues. Likewise, job satisfaction has a large impact on work-related behaviors, such as turnover intentions, absences, and job performance (Kabir et al., 2016).

Job satisfaction is achieved if employee burnout is reduced and can be controlled. Exercise has the potential to be effective for organizations to use in reducing burnout. The type of exercise can be used in a number of ways and organizations can do this by encouraging their employees to access these exercises on a regular basis (Bretland & Thorsteinsson, 2015).

**7. Conclusion**

First test result, customer incivility affected positively to burnout. This could be summarized that the higher the consumer incivility the higher the burnout. Second test results that work stress affected positively and significantly to burnout. Thus, the higher the employee’s work stress the higher burnout towards the employee itself. Third test result, customer incivility affected negatively and not significantly to the employee job satisfaction. This means that the more incivility the customer, it could decrease the job satisfaction, but instead it didn’t affect employee’s job satisfaction. Fourth test resulted that work stress affected positively and not significantly to the employee’s job satisfaction. This means the more work stress experienced by employee the more job satisfaction it got. Fifth test summarized that burnout affected negatively and significantly to job satisfaction. This means the higher the employee burnout the lower the job satisfaction towards the employee itself.

This study had nothing to do between the customer incivility variables and work stress to the employee’s job satisfaction. That happened because the employee’s work stress in *PMPTSP* district DKI Jakarta unit was quite high, employee’s work loyalty when serving the society as consumer was very high, the Standard Operating Procedure of public serving was quite clear, tuntutan akan pelayanan bagus menjadi prioritas utama serta dan setiap unit kerja sepakat dengan melaksanakan maklumat pelayanan. This study is also addressed to the civil service environment which is better known for its high loyalty.

**7.1. Limitation**

This study has some certain limitiations that were considered when analyzing the result of the study. This study was conducted in public service sector which is the instance that specialized in providing excellent service towards consumer or society. This study only involved 191 respondents consist of state employees and other public servant individuals that are tasked to be the frontline that bound with code of Ethics dan service norms. Writer used dimension and indicators that are still limited to theories and study cases in the government so that can be explored widely by other writers.

**7.2. Suggestion**

Other studies can explore more about factor that affects job satisfaction, and conduct study case in public service section that ran by other government instances so that the result would be better. And this study model can be reused in public service field either ran by private cooperations or other government instances.

**7.3. Managerial Implication**

The implications of the results of this study are expected to be useful for public service units owned by the government, both local and central governments engaged in services to serve the needs of customers or the community. From the research, the variables of customer incivility and work stress are proven to increase employee burnout. In this case, the One Stop Office for Investment and Integrated Services Unit, DKI Jakarta Province, Indonesia, must make efforts to reduce these two things. Improving service systems, improving employee skills through clear training and operations can be one of the ways that work stress and customer incivility can decrease and ultimately lower employee burnout. Because in this study, we look for burnout which is proven to reduce employee job satisfaction. If employee job satisfaction decreases, the quality of service to the community as customers will decline.

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