

The Effect of Customers' Incivility and Work stress on Job Satisfaction through Burnout

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ABSTRACT

The need for public services is currently increasing both in quantity and quality. In public service, employees need high job satisfaction because if they are satisfied with their work, they will be happy to do their duties and obligations to provide good service. Employee job satisfaction is influenced by several factors both from within and from the environment. This study aimed to examine the effect of customers Incivility and work stress on job satisfaction through burnout. This research was conducted on 191 respondents in the office of the Unit of Investment and One-Stop Services in Jakarta, Indonesia. The survey was conducted by distributing questionnaires to 191 front office officers working in public service offices. The data were analyzed using the SEM (Structural Equation Modeling) analysis technique using Lisrel. The results of the study found that customers Incivility and work stress have a positive and significant effect on burnout. Furthermore, burnout has a negative and significant effect on job satisfaction. This study implies the importance of local government to pay attention to employee burnout aspects in increasing job satisfaction and front office employee performance.

ABSTRAK

Kebutuhan akan pelayanan publik saat ini terus meningkat baik kuantitas maupun kualitasnya. Dalam pelayanan publik diperlukan karyawan yang memiliki kepuasan kerja yang tinggi karena karyawan yang puas dengan pekerjaannya akan dengan senang hati melakukan tugas dan kewajibannya pelayanan dengan baik. Kepuasan kerja karyawan dipengaruhi oleh beberapa hal, baik yang datang dari dalam diri maupun lingkungan. Penelitian ini bertujuan untuk menguji pengaruh ketidaksopanan konsumen dan stres kerja terhadap kepuasan kerja melalui burnout. Penelitian ini dilakukan terhadap 191 responden di kantor Unit Penanaman Modal dan Pelayanan Terpadu Satu Pintu di Jakarta, Indonesia. Survei dilakukan dengan cara menyebarkan kuesioner kepada 191 orang petugas front office yang bekerja di kantor pelayanan publik. Data dianalisis dengan teknik analisis SEM (Structural Equation Modelling) menggunakan Lisrel. Hasil penelitian menemukan bahwa ketidaksopanan konsumen dan stres kerja berpengaruh positif dan signifikan terhadap burnout. Selanjutnya, burnout mempunyai pengaruh negatif dan signifikan terhadap kepuasan kerja. Penelitian ini menyiratkan pentingnya pemerintah daerah untuk memperhatikan aspek burnout pegawai dalam meningkatkan kepuasan kerja dan kinerja pegawai front office.

1. INTRODUCTION

Public services are the main activities carried out by the government to meet the community needs such as goods, services, and/or administrative. In relation to these needs, the organization will look for employees with good performance and productivity (Suryanto et al., 2019). The service quality provided by employees is strongly influenced by the level of

job satisfaction they have (Maswani, Syah, & Anindita, 2019; Nurung et al., 2019).

The employees—serving the customers on the front lines—always interact with the customers directly and more frequently. Therefore, they must serve politely, even when they encounter impolite customers or even harsh treatment (Ben-Zur & Yagil, 2005). For this reason, employees who provide

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public services must have high job satisfaction so that they can do their job happily to serve the community (Nurung et al., 2019). In providing services to the community, customers' incivility has an effect on job satisfaction of the employees who work in public services.

There were previous studies related to the variables of customers' incivility and job satisfaction. It was found that customers' incivility has a negative and significant effect on employee job satisfaction (Wilson & Holmvall, 2013; Cho & Lee (2016). Alola et al. (2019) found that customers incivility have an insignificant and negative effect on employee satisfaction. In the context of service at the forefront, employees very often face customers' incivility (Sliter, Sliter, & Jex, 2012). Yet, this customers' Incivility can cause them to have physical and mental fatigue (Walker, van Jaarsveld, & Skarlicki, 2014). Han, Bonn, & Cho (2016) proved that customer Incivility is positively related to restaurant employee burnout at front-line services. Employee fatigue caused by customer Incivility can further reduce employee job satisfaction and employee turnover Lu & Gursoy (2016). Koustelios & Tsigilis (2005) also proved that burnout is closely related to job satisfaction.

Another factor that affects job satisfaction is work stress. Work stress can come from excessive workload, unclear duties, and responsibilities, work relationships, career development and work environment (Khuong & Yen, 2016). Masihabadi et al. (2015) and Chung, Jung, & Sohn, 2017 found that work stress has a negative effect on employee satisfaction. Furthermore, these employees – when dissatisfied – will have worse productivity and performance (Khuong & Yen, 2016). Furthermore, work stress also causes excessive physical and mental fatigue. Boyas & Wind (2010) proved that emotional exhaustion is closely related to work stress. In addition, García-Izquierdo & Ríos-Rísquez (2012) proved that the three dimensions of burnout, consisting of emotional exhaustion, cynicism, and decreased professional skills, are related to work stress among nurses in the emergency department.

This research has significance and novelty in two aspects. First, this research was conducted in the context of government service units, namely the office of the Unit of Investment and One Stop Services in the Kelurahan in DKI Jakarta Province. Based on direct observations in the preliminary survey, it was found that there were several common violations committed by customers. These violations can lead to stress and employee fatigue. First, there are service users who do not want to

queue directly, even though there are lots of other service rooms waiting in line. However, when they were reminded, they got angry. Second, customers do not carry complete requirements but they ask for immediate service. Third, the service personnel required him to complete the requirements first. Some customers were angry, even to the point that someone cursed and beat the officer for forcing their wishes to be fulfilled.

Regarding the significance and novelty above, the researchers consider the need to conduct research to study it in depth. First, the researchers want to know about the relationship between customers Incivility and work fatigue, and employee job satisfaction. The result of this study is expected to provide benefits for parties related to public sector services. Second, this study examines the role of burnout in the relationship between customer Incivility and work stress and employee satisfaction. Previous research has put more emphasis on the relationship between customers Incivility and burnout (Yang & Lau, 2019; Han et al., 2016), the relationship between work stress and burnout (Khamisa et al., 2015; and Choi, Mohammad, & Kim, 2019), as well as the relationship between burnout and job satisfaction (Cheng & O-Yang, 2018; Appelbaum et al., 2019; Tarcan et al., 2017).

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Customers Incivility and Burnout

Customers Incivility is defined as the rude behavior of customers, who violate social norms, are disrespectful of each other and they do, but do not appear, to hurt employees who provide services. These actions include annoying employees who serve and these customers talking, grumbling about slow service, and not thanking the employees for their service. They also speak to service employees in a disrespectful manner (Zhu, Lyu, & Ye 2019). Furthermore, burnout is a response to chronic work-related stress that consists of three components: emotional exhaustion, depersonalization, and personal achievement which can be reduced by engagement, positive outcomes, greater efficiency, and commitment to work (Cañadas-De la Fuente *et al.*, 2015).

Employees make direct contact with customers, and they usually work in services and are always faced with a stressful work environment. This pressure is usually related to complaints and frustrations of unpleasant customers' behavior, and it can also be from angry coworkers or supervisors

(Sakurai & Jex, 2012). The emotional exhaustion felt by customers' servants causes feelings of helplessness, hopelessness and feelings of weakness when dealing with customers Incivility. Thus, this customer's behavior makes service provider employees less innovative to provide high-quality services. In the end, this causes a decrease in the quality of service.

Service providers may only want to complete transactions as quickly as possible to end interactions with rude customers (Sliter et al., 2010). In these conditions, an employee can only do his best to provide his services even though they are receiving less favorable treatment from the customers they serve. Here, it is predicted that customers Incivility can negatively affect employees and organizations (Han et al., 2016; Torres, van Niekerk, & Orlowski, 2017; Yang & Lau, 2019). Thus, the hypothesis of this study is stated as follows:

H₁: Customers Incivility has a positive and significant effect on employees' burnout.

Work Stress and Burnout

Work stress is a situation in which workers interact with their work characteristics which negatively impact changes in their psychological or physical state. This condition is caused by role problems, overwork, demands for social contact and social status, work stress. Finally, this results in turnover and absenteeism, psychosomatic illness, job dissatisfaction and burnout, and work stress associated with a combination of high job demands and low resources (Tongchaiprasit & Ariyabuddhiphongs, 2016).

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 the workload of employees which can trigger work stress. This excessive work demands make employees tire quickly at work. Thus, work stress can affect the level of employee fatigue. The results of previous research indicate that work stress has a positive effect on burnout (Choi et al., 2019); Khamisa et al., 2015; Tziner et al., 2015). Therefore, the second hypothesis is stated as follows:

H₂: Work stress has a positive and significant effect on employee burnout.

Customers' Incivility and Job Satisfaction

Job satisfaction is a positive assessment of an employee of the work environment, and employees who have job satisfaction feel more satisfied with the results of the work that has been done (Alola et al., 2019). In the context of public services, it is often found that customers take impolite actions towards the employees who serve them. For example, when service personnel required him to complete the requirements first, there were customers who were angry, they even cursed and beat. Of course, this would make the work environment uncomfortable, which ultimately affects employees' job satisfaction. Empirical evidence shows that uncivilized actions by customers lead to low job satisfaction. Likewise with research conducted by (Alola et al., 2019; Kim et al., 2014; Wilson & Holmvall, 2013). Based on this argument, the third hypothesis is stated as follows;

H₃: Customers' Incivility has a positive and significant effect on employees' job satisfaction.

Work Stress and Job Satisfaction

In the research observations, employees who work with high job demands and queues have an effect on employees. If the impact is good, then job satisfaction will increase. However, if the impact is negative for employees, this will reduce job satisfaction. Chung et al., (2017) proved that work stress has a positive effect on job satisfaction. Besides that, Behjati Ardakani et al. (2013) stated that work stress and job satisfaction can reduce the physical condition of the workplace and work interest in workers, which in turn will reduce employee job satisfaction. This shows that work stress has a negative effect on job satisfaction. Thus, the fourth hypothesis of this study is:

H₄: Work stress has a positive and significant effect on employees' job satisfaction

Burnout and Job Satisfaction

Work burnout is usually due to excessive workload. Excessive workload or too little workload can cause stress. Workload that is deemed incompatible with job satisfaction also can cause burnout. If the burnout occurs continuously, it will also cause chronic fatigue. Feelings of fatigue not only occur after working in the afternoon, but also during work, sometimes even before. Therefore, job burnout is an issue that should get attention. A worker who feels physically and psychologically tired will also have an effect on the decrease in company productivity. Thus, burnout has an effect on job satisfaction

(Ulutas, 2018). Appelbaum et al. (2019) found that burnout has a negative effect on job satisfaction. Other than that, Tarcan et al. (2017) found a negative relationship between burnout and three dimensions of job satisfaction, namely physical, mental and inner satisfaction. Based on this, the fifth hypothesis is stated as follows:

H₅: Burnout has a positive and significant effect on employees' job satisfaction.

Based on the arguments in this study, this research model can be drawn as in Figure 1.

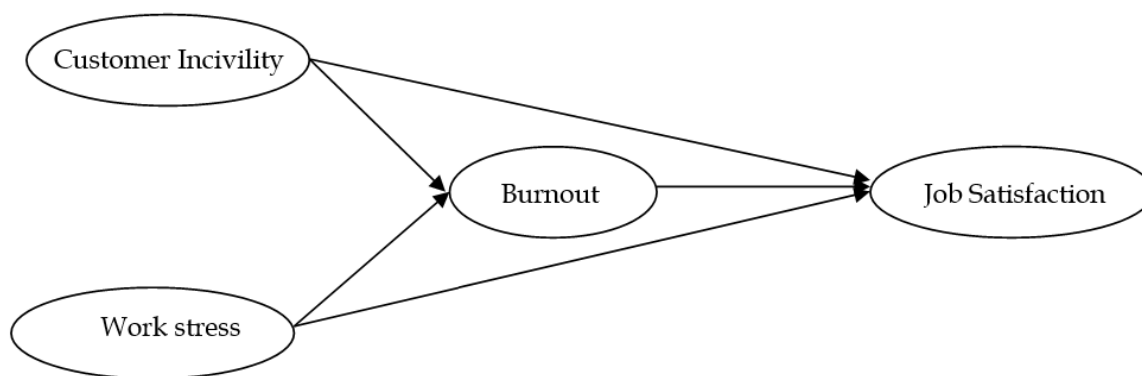


Figure 1. Theoretical Framework

3. RESEARCH METHOD

Population and Sample

This study used a population of all the employees that work at the Office of the Investment Management Unit and One Stop Services in the *Kelurahan* in DKI Jakarta Province, Indonesia. The number was 191 people. They were selected based on the criteria that they were employees who worked on the frontline at 191 Unit of Investment and One-Stop Services, *Kelurahan*, DKI Jakarta Province, Indonesia. This study uses exogenous variables, namely variables of customers Incivility and work stress. Meanwhile, for endogenous variables, researchers used burnout and job satisfaction variables. This research is a research with a quantitative approach, with the sampling technique using purposive sample. The measurement is done using a Likert scale with a score of 1- 5. A score of 1 is for strongly disagree, a score of 2 is for disagreeing, a score of 3 is for agreeing and disagreeing, a score of 4 is for agreeing and a score of 5 is for strongly agreeing.

Data Analysis

This research is a phase-structural model. To test the proposed hypothesis, this study uses SEM (Structural Equation Modeling) analysis techniques, and SEM analysis is carried out using the Lisrel statistical program. To obtain good research results, the questionnaire is first tested for validity and reliability so that the conclusions obtained are correct. Reliability is a test to measure the

consistency of the instrument, while validity is a test that shows the correct condition (whether or not valid) of the instrument developed in measuring a particular concept of a study (Hair et al., 2017). The validity and reliability testing was done using Lisrel software version 8.8, with the Confirmatory Factor Analysis test (CFA).

Research Variables and the Measurement

In this study, the customers' incivility is measured based on measurement by Sliter et al., (2012) with the indicators of harassment by customers and frustration from neglected customers with a total of 11 (eleven) items of questions. For work stress variable, it was measured based on Parker & DeCotiis (1983) with indicators of time stress and anxiety with a total of 13 (thirteen) questions. The burnout variable is based on the indicators used Chen et. al. (2016), namely emotional exhaustion, reduced personal achievement, depersonalization with 9 (nine) items of questions. For job satisfaction variable, it is based on the research by Lambert et al. (2016) that uses the indicators of employee feelings towards their work and preferences, and their work with 5 (five) items of questions that are adopted from the research (Brayfield & Rothe. 1951). The number of questionnaires used in this study was 38 indicators. Therefore, the research sample can be continued to the next stage, the minimum research sample is 5×38 indicators = 190 (Bentler & Chou, 1987).

4. DATA ANALYSIS AND DISCUSSION

Characteristics of the Respondents

Hypothesis testing was carried out on 191 employees who served as public servants in the front office room (respondents). The majority of public servants who work in the front office are male, with 115 employees or 60 percent and the rest 76 female or 40 percent. The status of employees as public servants in the front office room for Individual Other Service Providers (PJLP) is 152 employees or 80 percent, while those who are Civil Servants (PNS) are 39 employees or 20%. The majority of employees have a bachelor's degree (S1=Undergraduates) with a total of 91 employees or 48.0 percent, senior high school or vocational school or equivalent to 87 employees or 45 percent, and the

rest are Strata 2 (S2= Master degree), namely 13 employees or 7 percent.

Research Instrument Testing

The results of the research instrument testing are presented in Table 1. The standard loading factor value of each indicator used is > 0.60 (Hair et al., 2017). 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. Based on Table 1, the loading factor value of all indicators is good because it meets the validity requirements, namely that all indicators have a loading factor value > 0.6 .

Table 1. Validity and Reliability Test

Variables	Items	Statements	Loading Factor	CCR	AVE
Customers Incivility (KK)	KK1	Customers are always angry	0.71	0.92	0.55
	KK2	Customers always vent their frustrations	0.70		
	KK3	Customers' comments are derogatory	0.74		
	KK4	Customers always look down on the employees	0.80		
	KK5	The customers shows irritation or impatience	0.78		
	KK6	The customer does not trust the information provided and asks to speak to the leader	0.75		
	KK7	Customers look down on the employees	0.83		
	KK8	Customers question the employees' competence	0.72		
	KK10	The customers makes a personal verbal attack	0.70		
	KK11	Customers make unreasonable demands	0.69		
Work Stress (SK)	SK2	Working here makes it difficult to spend enough time with family	0.76	0.92	0.54
	SK3	Working here we feel more than it should.	0.65		
	SK4	Spending so much time at work,	0.73		
	SK5	This job is very time consuming	0.84		
	SK6	Working here always ends with little time for other activities.	0.77		
	SK7	Thinking about the workload, makes you feel unwilling.	0.63		
	SK8	Often feel the work unit is taking advantage of me too much.	0.68		
	SK9	Too much work and too little time to complete	0.77		
	SK12	Feeling like you never had a day off	0.78		
	SK13	Lots of coworkers experience fatigue because of the demands of work	0.68		
Burnout (B)	B1	Feeling emotionally exhausted from work.	0.88	0.87	0.62
	B2	Feeling tired at the end of working hours.	0.74		
	B3	Feeling tired from work	0.83		
	B9	Feeling worried that the work makes you emotional.	0.70		
Job Satisfaction (KEP)	KEP1	Love for work is better than other employees.	0.79	0.93	0.82
	KEP3	Feel happier than other people	0.94		
	KEP5	Almost every day, the employees are enthusiastic about their work	0.97		

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

Model reliability can be tested by calculating Composite Construct Reliability (CCR) and Average Variance Extracted (AVE). 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., 2017). The reliability test in Table 1 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 ≥ 0.5 , which can be seen that the variables of customers' incivility, work stress, burnout and job satisfaction has good reliability, namely the AVE value is more than

0.5 and these variables have a CCR value of more than 0.7.

As presented in Table 2, the AVE roots in all constructs are higher in the correlation between these variables and other variables. Therefore, this research instrument fulfills discriminant validity and is supported because all square roots of mean extracted variance (AVE) range from 0.73 to 0.90 and are greater than the correlation for each pair of constructs (Hair, et. al., 2017). This means that each construct measures something different from other constructs.

Table 2. Discriminate Validity

	1	2	3	4
1. Customer Incivility	0.74			
2. Work Stress	0.62	0.73		
3. Burnout	0.69	0.70	0.79	
4. Job satisfaction	0.19	0.15	0.25	0.90

Furthermore, the researcher tested the goodness of fit, the results of which are presented in Table 3. The suitability analysis 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). Therefore, it can be concluded that the overall fit of the model is good (good fit).

Table 3. Results of Goodness of Fit Test

No	GoF Index	Target-Fitness Rate	Test Results	Fitness Criteria
1	Chi-Square	Minimum Value	$\chi^2 = 521'00$	Marginal Fit
	P	$p > 0.05$	(P = 0.0)	
2	NCP	Small value	184.29	Marginal Fit
	Interval	Narrow interval	(127.58; 248.93)	
3	RMSEA	$p \geq 0.05$	0.056	Good Fit
	p (close fit)		(0.046; 0.065)	
4	ECVI	Small value and close to	M* = 3.31	Good Fit
		ECVI	S* = 3.98	
		Saturated	I* = 60.12	
5	NFI	$NFI \geq 0.90$	0.95	Good Fit
6	NNFI	$NNFI \geq 0.90$	0.98	Good Fit
7	CFI	$CFI \geq 0.90$	0.98	Good Fit
8	AIC	Small value and close to AIC	M* = 629.29	Good Fit
		Saturated	S* = 756.00	
			I* = 11422.01	
9	AGFI	$AGFI > 0.90$	0.80	Marginal Fit
10	IFI	$IFI \geq 0.90$	0.98	Good Fit
11	RFI	$RFI \geq 0.90$	0.95	Good Fit
	CAIC	Small value and close to	M* = 914.20	Good Fit
12		CAIC	S* = 2363.36	
		Saturated	I* = 11536.82	
13	CN	$CN > 200$	136.64	Marginal Fit
14	RMR	Standardized RMR<0.054	0.038	Good Fit
15	GFI	$GFI > 0.90$	0.84	Marginal Fit

Analysis of the model strength was done by looking at the R-square or the coefficient of determination. This is also to see that the R-square value is used to assess the degree of the effect of the independent variable on the dependent variable. For example, it is to see whether this value has a substantive effect. Table 4 shows the R Square

Burnout value of 0.77 and Job Satisfaction of 0.074. From Table; 4, it can be concluded that the variables of customers Incivility and work stress have a strong effect on burnout. On the other hand, the variables of customers Incivility and work stress have a weak effect on job satisfaction.

Table 4. The Results of the Coefficient of Determination (R²) of Burnout and Job Satisfaction Variables

Variables	R ²	Description
Burnout	0.77	strong
Job satisfaction	0.07	weak

Hypothesis Testing Results

Hypothesis testing was done using the lisrel model that is the Lisrell 8.8 program. The results of the analysis can be seen in Table 5. It indicates that customers Incivility towards burnout has a coefficient value of 0.26 and t-count of 4.04 > 1.96 (t-table). This means that there is a positive and significant effect of customers' incivility towards burnout. The work stress variable on burnout has a coefficient value of 0.69 and a t-count of 9.19 > 1.96 (t-table). This shows that there is a positive and significant influence between work stress and burnout. Then, the variable between customers incivility and job satisfaction

shows a negative and insignificant effect. This is due to the coefficient value of -0.02 and t-count of -0.26 < 1.96 (t-table).

The next is the relationship between work stress and job satisfaction. It can be concluded that work stress has a positive and insignificant effect on job satisfaction. This is indicated by the coefficient value of 0.21 and the t-count of 1.34 < 1.96 (t-table). The relationship between burnout and job satisfaction shows a negative and significant effect, which can be seen from the coefficient value of -0.41 and t-count of -2.01 > 1.96 (t-table).

Table 5. Model Estimation Result

Coefficient Relationship	Coefficient	t-values	Description
Customers Incivility --> Burnout	0.26	4.04	Positive and significant
Work Stress --> Burnout	0.69	9.19	Positive and significant
Customers Incivility --> Job Satisfaction	-0.02	-0.26	Negative and insignificant
Work Stress --> Job Satisfaction	0.21	1.34	Positive and insignificant
Burnout --> Job Satisfaction	-0.41	-2.01	Negative and Significant

The Effect of Customers Incivility on Burnout

The result of the analysis on customers Incivility shows a positive and significant effect on burnout. The more disrespectful customers behave (incivility) towards the officers or employees of public servants, the higher the burnout felt by the officers or employees. Customers Incivility leads to employees perceiving that customers treat them rudely and disrespectfully (Walker et al., 2014). In the service industry, employees are required to maintain high service standards and are faced with situations where customers are disrespectful which can trigger employee emotional exhaustion (Kim & Qu, 2019).

Customers 'Incivility directly and indirectly (through burnout) affects the negative behavior of frontline employees. Therefore, customers Incivility plays a role in making frontline employees behave

negatively (Bani-Melhem, 2020). The results of this study support the research by Al-Hawari, Bani-Melhem, & Quratulain (2020), Kim & Qu (2019), Bani-Melhem (2020), Yang & Lau (2019), and Han et al. (2016) that used the samples of the service industry in the private sectors such as hotels, restaurants, hospitals, and tourism. The subject of this study is the government or public service sector, which results in the same study which states that customers Incivility, has a positive effect on employee burnout. Thus, it can be concluded that both the private sector and the government sector are engaged in the service industry, especially for frontline employees who interact directly with customers. Then, customers' incivility has a positive effect on the employee's burnout.

The Effect of Work Stress on Burnout

It has been proven that work stress has a positive and significant effect on burnout. The increased work stress, the more burnout experienced by the officer or employee. People who work in various organizations accept the stress-inducing factors of their work environment. Work stress is one of the main health problems that can endanger the life of the employee (Abarghouei et al., 2016). Psychology of 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 an employee's burnout rate. Then, burnout has a high risk for all organizations, especially the health, business, and productivity risks of the organization (Galletta et al., 2016). The results of this study support the research by Abarghouei et al. (2016), Choi et al. (2019), and Khamisa et al. (2015) which proves that work stress has a positive and significant effect on burnout. Therefore, understanding the relationship between work stress and work fatigue can help develop approaches to preventing and treating job burnout (He et al., 2020).

The Effect of Customers' Incivility on Job Satisfaction

The results showed that customers' incivility have a negative and insignificant effect on employee job satisfaction. The results of this study are supports Alola et al., (2019) which shows that customers Incivility has a negative effect on employee job satisfaction but is insignificant. The results of this study do not support previous research conducted by Cho & Lee (2016) and Wilson & Holmval (2013) that stated that there is a significant negative effect of customers' incivility on employees' job satisfaction. There are differences in the results of this study and the research conducted by Alola et al. (2019), Wilson & Holmval (2013), and Cho & Lee (2016). 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). Problems related to job satisfaction are unique to the public sector. The need to serve others may be based on the religious beliefs of employees so that job satisfaction in the public sector can be realized (Bednarczuk, 2019).

Job satisfaction felt by employees in the public sector is greater, and the desire to serve customers who need it is also very strong. Therefore,

disrespectful attitude by customers does not have much effect on the job satisfaction of employees who work in public services. This happens in line with the application and implementation of values in the UP Investment and One Stop Integrated Services of DKI Jakarta Province. They are that SETIA (Solution, Empathy, Decisive, Innovative, and Reliable) have succeeded and become the personal culture of employees. Thus, customers Incivility do not have much effect on the employees' job satisfaction in public services.

The Effect of Work stress on Employee Job Satisfaction

The results of this study indicate that work stress has a positive and insignificant effect on employee job satisfaction. The results of this study are contradictory to Chung et al. (2017) and Masihabadi et al. (2015) which shows that work stress has a negative effect on job satisfaction. If associated with the results of this study, work stress has a positive effect on job satisfaction. This may be due to the respondents feeling satisfied with their work. In this case, they can control the excess work; get a sufficient salary, secure career future, and a comfortable physical environment. So, respondents or employees of UP Investment and One Stop Integrated Services of DKI Jakarta Province can control work stress and can do their job well. Thus, work stress does not have a significant effect on job satisfaction.

The Effect of Job Burnout on Employee Job Satisfaction

The results of this study indicate that job burnout has a significant negative effect on employee job satisfaction. This may imply that the more the burnout rate of the employees, the lower the level of employee satisfaction. These results are in line with research by Appelbaum *et al.* (2019) who found that burnout has a negative effect on job satisfaction. Similar results were obtained by Tarcan et al. (2017) who found 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 which includes feelings about their work and the organization that employs them. It also includes the emotional joy that results from achieving values influenced by pay, working hours, schedules, benefits, stress levels, and flexibility. All these factors have an impact on productivity, motivation, performance, and life satisfaction (Abuhashesh et al., 2019).

Meanwhile, burnout causes physical and emotional exhaustion and job dissatisfaction. This in turn results in reduced efficiency and feelings of alienation from co-workers. Likewise, job satisfaction has a high effect on work-related behavior, such as intention to move, absenteeism, and job performance (Kabir et al., 2016). Job satisfaction is achieved if employee burnout is reduced and can be controlled. The practice on this attitude has the potential to be effective for organizations to use in reducing the burnout. The type of practice 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).

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The first test result shows that customers' incivility has a positive effect on burnout. It can be concluded that the higher the customers behaves inappropriately, the higher the burnout. The second result proves that work stress has a positive and significant effect on burnout. Thus, the higher the employee's works stress, the higher the employee's burnout. In the third test result, customers' incivility has a negative and insignificant effect on employees' job satisfaction. The fourth result states that work stress has a positive and insignificant effect on employee job satisfaction. The fifth test proves that burnout has a negative and significant effect on job satisfaction. This means that the higher the burnout experienced by employees, the lower the employee's job satisfaction.

The results of this study indicate that there is no relationship between the variable customers Incivility and work stress on employee job satisfaction. This happens because the job satisfaction of employees in the PMPTSP unit of DKI Jakarta is quite high. Their job loyalty in serving the community as customers is also very high. Standard operational service procedures are quite clear. The demand for good service is a top priority. And, each work unit agrees to carry out the service notice. In addition, this research was conducted in a civil servant environment which was better known for its high loyalty.

This research has limitations, for example research is carried out in the public service sector as part of the Government which prioritizes excellent service to customers or the public. This study only involved 191 respondents consisting of civil servants and other individual service providers who served as frontlines who were bound by the code of ethics and service norms. Researchers using dimensions

and indicators are still limited to theory and case studies in government circles so that they can be explored more broadly by other researchers. Therefore, further research can use other variables to analyze customers Incivility, for example work motivation, work environment, service quality, and the like. In addition, further researchers can conduct case studies in other government-owned public services so that the research results are getting better.

This research implies that the importance of public service units owned by the government, both local and central governments engaged in services, still has to improve services for the needs of customers or the community. From the results of this study, the variables of customers Incivility and work stress are proven to increase employee burnout. In this case, the Office of the One Stop Integrated Services and Investment Unit of the Kelurahan, DKI Jakarta Province, Indonesia must make efforts to reduce these two things. The result shows that customers' incivility has a positive and significant effect on employee burnout.

Both the private sector and the government sector also need to pay attention to the factors that influence this finding. This is especially for those engaged in the service industry for frontline employees who interact directly with customers. The customers' incivility has a positive effect on employees' burnout. Work stress has a positive effect on burnout. Therefore, understanding the relationship between work stress and work fatigue can help us develop approaches to preventing and treating work burnout.

Customers' incivility has a negative and insignificant effect on employees' job satisfaction. This means that the higher the customers' incivility, the lower the job satisfaction felt by employees. However, it is not significant. In other words, the influence is insignificant. The job satisfaction felt by employees in the public sector is greater and the desire to serve customers who need it is very strong. That is why; disrespectful attitude by customers in service does not have much effect on the employees' job satisfaction in public services.

Work stress has a positive effect on job satisfaction. This may be caused by the employees who are satisfied with their work. They can control their work overload, they are well paid, have a guaranteed career future, and have a comfortable physical environment. As such, the employees can control work stress and can do their job well. Job satisfaction is achieved when the employees' burnout is reduced and can be controlled. Practice

on this attitude is potentially effective for organizations to use in reducing burnout.

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