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

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

Keywords: Emotional Fatigue, Work Depression, Employee Deviant Behavior

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

Researchers recognize two categories of employee deviant behavior, namely deviant behavior of individually oriented employees (e.g., acting rudely towards others) and organizational oriented deviant behavior (e.g., taking property without permission, intentionally doing low-quality work and so on) (Golparvar et al., 2012). Employee deviant
behavior in the workplace is carried out by someone either individually (such as damaging company property, etc.) or collectively (such as the intentional and coordinated disobedience of their superiors, planned absences and delays by work team members, and so on) (Leblanc & Kelloway, 2002). This study will focus on employee deviant behavior at the individual level. Several empirical studies show that increased work stress and emotional exhaustion arise from work overload, role ambiguity, work conflict and job demands beyond the capabilities and available resources (Golparvar et al., 2012).

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

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

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

RESEARCH METHODS

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

\[ Y = a + b_1 X + b_2 Z + b_3 XZ + e \] ………………………………………… (1)

Where:

- \( Y \) = Employee deviant behavior variable
- \( a \) = constant value
- \( b_1 \) = emotional exhaustion variable regression coefficient
- \( b_2 \) = regression coefficient of work stress variable
- \( b_3 \) = regression coefficient of moderating variable
- \( X \) = emotional exhaustion
- \( Z \) = work stress
- \( XZ \) = moderating variable (X and Z interaction)
- \( e \) = number of variants not examined in the research model

Coefficient of determination

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

\[ R^2 = 1 - \frac{\sum (Y - \hat{Y})^2}{\sum (Y - \bar{Y})^2} \] ………………………………………………………………………2
The t-statistical test was used to test whether there was a real or significant influence individually between the independent variables on the dependent variable. Hypothesis formulation:

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

H1: $i = 0$ (meaning that the independent variable partially has a significant effect on the dependent variable).

The decision making criteria is done by comparing the value of $\text{sig}$ with the value of. If the value of $\text{sig}$ is smaller than the value of, then H0 is rejected and H1 is accepted.

RESULT AND DISCUSSION

Emotional exhaustion affects deviant behavior Employee

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

Job stress affects employee deviant behavior

The results of hypothesis testing state that job stress has a positive effect on employee deviant behavior. This means that the higher the work stress felt by the employee, the higher the deviant behavior of the employee. Work stress as measured by I feel I have enough time to do a good job (M1), I feel pressured with my job (M2), I feel tired in doing the same particular job (M3), Lately I feel constantly I am constantly stressed at work (M4), I feel that my job is too demanding (M5), I feel that my work is stressful (M6) and I feel that my workload is too excessive (M7) capable of increasing employee deviant behavior. This is in line with research conducted by Omar et al, (2011), Rashmi and Manoj, 2018), Spector and
Fox 2005 and Sulksky and Smith (2005) where overall the results of the study state that job stress affects employee deviant behavior.

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

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

**CONCLUSION**

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

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

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


