

EMOTIONAL EXHAUSTION OF PUBLIC EMPLOYEES: DOMINANT EFFECT BETWEEN JOB INSECURITY AND JUSTICE

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ABSTRACT

The purpose of this study was to analyze the effect of job insecurity and organizational justice on employees' emotional exhaustion. This conceptual research wants to prove the presence or absence of significant influence caused by the independent variable on the dependent variable either partially or simultaneously. The study was conducted at the Government Bureau of the Regional Secretariat of West Sumatra Province. The research method uses an associative quantitative approach with employee research subjects. This study involved 37 respondents with a Nonprobability Sampling technique. Data collection uses a Likert scale questionnaire. Previous questionnaires have been tested for validity and reliability. Data were analyzed using multiple linear regression analysis (multiple regression) which was tested for its classic assumptions. Hypothesis test results provide evidence of a significant influence between the independent variables on the dependent variable either partially or simultaneously. The results showed that there was a significant influence of the variable job insecurity on emotional exhaustion by 49.4%; there is a significant influence of organizational justice variables on emotional exhaustion of 56.2%, in addition, this study also proves that there is a significant simultaneous effect on job insecurity and organizational justice variables on emotional exhaustion with a contribution of 62.8%.

A. INTRODUCTION

Employees are the most important asset in the organization which is very valuable and must be managed well by the organization in order to be able to make optimal contributions to the organization. Employees nowadays tend to have pressure at work so emotional levels are very easy to be affected. Superiors should be able to respond emotionally to their subordinates so employees don't get frustrated easily. Frustrated employees can be caused by emotional exhaustion (Usman, 2012). Emotional exhaustion arises when stress levels occur excessively and are difficult to overcome so that it can lead the individual to a worse state and will appear apathy, cynicism, and frustration (Widiastuti and Kamsih, 2008). Sources of emotional exhaustion can arise in individuals who have a tendency to perfectionist personality or want perfection in every job (Caputo, 1991).

Emotional exhaustion has a bad impact and can affect the work of employees, such as reluctance to go to work, feeling guilty, feeling like a failure, irritability, and revenge, being discouraged and feeling ignorant (ignoring). Other impacts that may occur include a tendency to blame others feel tired and tired at work and unable to concentrate or listen to what is said by the boss, cynical about colleagues and hard to think (Cherniss, 2001). Pines (1989) emotional exhaustion, which is fatigue in someone who is associated with feelings characterized by feelings of helplessness and depression. Emotional

exhaustion is always preceded by the emergence of anxiety every time you want to start working, this bad habit changes the individual to be frustrated, or angry with yourself (Babakus et al., 1999).

In connection with the implementation of regional autonomy, the policies taken in carrying out the current administration have used the principle of decentralization with the principles of regional autonomy, co-administration, and deconcentration in accordance with statutory regulations. Changes in the laws and regulations are overlapping, unclear and multiple interpretations, this causes the Civil Servants as executors to feel uncomfortable at work. This discomfort causes civil servants to feel emotional exhaustion. And this condition is experienced by some employees who work in the Regional Secretariat of the Government of West Sumatra Province. The impact of emotional exhaustion will manifest in the negative attitudes of employees in working and achieving organizational goals. One of the negative attitudes is such as the behavior of employees who quickly go home, arrive late, not be absent regularly, are not available during working hours and so on. Based on the initial survey conducted, obtained data that can describe the negative attitude of employees in the Regional Secretariat of the Government of West Sumatra Province as follows:

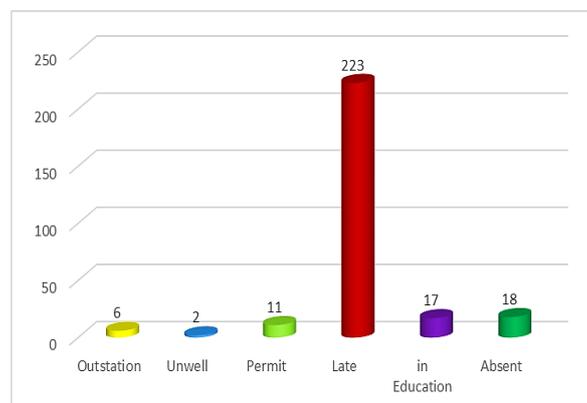


Figure 1. Attendance at the West-West Sumatra Regional Secretariat Government Employees in January-February 2019

Source: General Section of Government Bureau (2019)

From Figure 1, researchers present based on six categories of information about employee attendance reports such as external services, illness, late entry, education, and absence. In Figure 1 it can be seen that the percentage of employee delays is the highest at 223 times. Second, there were 18 absences. After that, permits due to education, permits, outside services and diseases. Low employee commitment and employee morale in realizing performance are certainly influenced by low employee job satisfaction. This data is assumed to occur because some employees experience emotional exhaustion due to work pressure in an organization, especially those that occur in the Government Bureau of the Regional Secretariat of West Sumatra Province.

Emotional exhaustion will make employees feel unsafe at work, and organizational justice is needed to overcome them. Job insecurity according to Green (2009: 347) is described as "loss of sense of well-being due to uncertainty at work". According to Salmon and Heery, (in Bryson and Harvey, 2002) employees will experience an increase in insecurity because of instability in their work status and increasingly unpredictable income levels. Job insecurity will directly affect emotional exhaustion. Based on the research results of Zhang Li., Zhang Lin and Wan Fang (2010), Bosman, j., Et al. (2005) and Engin, B.O., Gokhan, Karagonlar and Sevgi Emirza (2016) have concluded that work vulnerability has a significant relationship and influence on emotional exhaustion.

In addition to job insecurity, organizational justice is also considered capable of influencing emotional defeat. Emotional exhaustion is the beginning of personality setbacks that encourage the return of feelings of lack of confidence in employees because of the injustices felt by employees in an organization (Michael S. Cole, et al., 2010). Gibson et al. (2012) define organizational justice as the level at which an individual feels treated equally in the organization where he works. The results of research conducted by Michael S. Cole., Et al. (2010), Safari, Ali., Et al (2012) and Ayesha, Shahid., Et. al., (2018) prove that there is a significant influence between organizational justice on emotional disorders. The research question is does there is influence of job insecurity and organizational justice on the emotional exhaustion of employees in the West Sumatra Provincial Secretariat Government Bureau.

According to Smithson and Lewis (2000) job insecurity is an employee's psychological condition that shows confusion or insecurity due to changing environmental conditions. This condition arises because of the many types of work that are contractual or temporary. More and more types of work with a temporary duration of time, causing more and more employees who experience job insecurity. Job insecurity definition also often combines the concept of powerlessness and insecurity (Rogelberg, 2007: 416). Meanwhile, according to Green (2009: 347), he described that job insecurity as "loss of sense of well-being due to uncertainty at work". Job insecurity is a subjective phenomenon, which is based on individual perceptions and interpretations of the direct work environment (Hartley, Jacobson, Klandermans & van Vuuren, 1991). According to Salmon and Heery (in Bryson and Harvey, 2002: 28) employees will experience increased insecurity (Job insecurity) because of instability in their employment status and income levels that are increasingly unpredictable. With a variety of changes that occur in the company, employees are very likely to feel threatened, anxious, and insecure because of the potential changes to affect working conditions and the continued relationship and remuneration received from the company.

Greenhalgh and Rosenblatt (1984) state that job insecurity is the powerlessness to maintain the desired sustainability in threatened work conditions including changes in the organization. The results of research conducted by Sverke, Hellgren, & Naswal (in Utami, 2008) found that job insecurity has several impacts on employees and organizations in the short and long term. According to him, in the short term job insecurity will have an impact on job satisfaction, job involvement, organizational commitment, and trust in leaders. In the long run, it will have an impact on physical health, mental health, work performance, and turnover.

Job insecurity is measured based on the components proposed by Greenhalgh, Rosenblatt, and Ashford, et al. (in Pasewark and Strawser, 1996), namely: (1) the level of importance of aspects of work felt by individuals, (2) the possibility of negative changes to those aspects of work for individuals, (3) the level of perceived importance of individuals regarding the potential of each event which can negatively affect the overall work of the individual, (4) the possibility of the emergence of these events which can negatively affect the overall work of the individual, and (5) the perceived powerlessness of the individual.

Job insecurity can cause an effect on emotional exhaustion in an organization. Based on the results of Zhang Li's research, Zhang Lin and Wan Fang (2010) there is a significant influence between job insecurity on emotional exhaustion. According to him the insecurity of work will lead to stress and lead to emotional exhaustion. The results of other studies conducted by Bosman, j., Et al. (2005) and Engin, B.O., Gokhan, Karagonlar and Sevgi Emirza (2016) also concluded that job insecurity was found to be significantly related to increased emotional exhaustion. Job insecurity that always occurs in an organization will be a source of ongoing stress (Cemile Cetin and Nuray Turan, 2013). According to Cemile Cetin and Nuray Turan (2013) that there is a significant relationship between job insecurity and emotional exhaustion. Increased job insecurity will be a trigger for stress, and will directly affect the level of emotional exhaustion. In line with that Beatrice Piccoli & Hans De Witte (2015) also believe that job insecurity has a positive and significant effect on emotional exhaustion. One job insecurity occurs one of which is due to pressure exerted by superiors on subordinates so that it will cause feelings of exhaustion and mental exhaustion. From this statement, the first hypothesis proposed in this study is:

H1: Job insecurity affects Emotional Exhaustion.

Gibson et al. (2012) define organizational justice as a level where an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt, J., & Greenberg, J, 2003). Meanwhile, according to Panggabean (2004), Organizational justice is essentially an individual's perception of the fairness of the treatment they receive at work. These affect the attitudes and behavior of employees which subsequently greatly affects the success of the organization. Organizational justice is used to categorize and explain workers' views and feelings about their own and other people's attitudes in the organization, and it is related to their understanding in uniting perception subjectively resulting from the decisions taken by the organization, the procedures, and processes used to lead to decisions and their implementation (Triana, 2014).

One of the concepts in organizational behavior that continues to develop until now is organizational justice (organizational justice) and from the results of various studies and reviews of the concepts and empirical results of organizational justice shows that this concept plays an important role in determining various attitudes and behavior of individuals. According to Robbins and Judge (2008) define organizational justice as an overall perception of what is fair at work. There are four categories of organizational justice, namely: distributive justice, procedural justice, and interactional justice which are divided into interpersonal justice and informational justice (Colquitt, 2001). Distributive justice can be interpreted as the perception of employees in an organization that considers that everything they get while working in the organization is reasonable according to the compensation or compensation that must be obtained. Procedural justice can be interpreted as a perception of the policies and procedures used by organizations to make decisions accordingly, including the opportunities employees have to participate in making decisions relating to employee work. Interactional justice can be interpreted as a perception of the quality of interpersonal treatment among individuals felt by employees when working with superiors.

Organizational justice can affect the level of emotional exhaustion. Emotional exhaustion is the beginning of personality setbacks that encourage the return of feelings of lack of confidence in an employee because of the injustices felt by employees in an organization (Michael S. Cole, et al., 2010). The results of research conducted by Michael S. Cole., Et al. (2010) prove that there is a significant negative effect between organizational justice on the emotional breakdown. This means that the higher a person feels an injustice in an organization, the higher the emotional exhaustion faced by his employees. Conversely, the lower the level of injustice felt by an employee in an organization, the lower the emotional exhaustion the employee will face. The results of other studies conducted by Safari, Ali., Et al (2012) also prove that organizational justice perceived by employees has a negative effect on work fatigue. Ayesha, Shahid., Et. al., (2018) also conducted research that the results showed explained that organizational justice (distributed justice, procedural justice, and interactional justice) significantly affected emotional exhaustion and emotional exhaustion able to moderate organizational justice towards employee performance. From the statements and from the results of some of the previous studies, the second hypothesis put forward in this study is: ***H2: Organizational Justice affects Emotional Exhaustion.***

Emotional exhaustion is part of a process called burnout (Alexander et al., 011). Burnout is a psychological syndrome that consists of three dimensions: emotional exhaustion, depersonalization, and personality decline (Zagladi, 2005). Emotional exhaustion is a unique individual response to the stress experienced outside of the norm in interpersonal relationships due to strong emotional impulses, the emergence of feeling as if no one helped, depression, feelings of bondage and despair (Zagladi, 2005). Emotional exhaustion is fatigue that occurs in response to excessive stress or due to dissatisfaction at work. The concept of emotional exhaustion is often used to refer to mental fatigue status (Schaufeli et al., 2008: 175). Emotional exhaustion is characterized by a lack of energy and a feeling that one's emotional resources are running low, with feelings of frustration and tension (Cordes & Dougherty, 1993). Emotional exhaustion is an individual's response to fatigue that is experienced outside of the norm in the relation between employees because of a strong emotional drive (Maslach, et. Al., 2001).

Emotional exhaustion will have an impact on reducing self-confidence, identity and can affect performance which will lead to the deterrence of one's individual success. Emotional exhaustion refers to the employee's feeling that physical and mental resources have been depleted as a result of constantly striving towards work-related goals and often due to too much work pressure and stress, especially if stress arises from work goals that cannot be achieved (Gerber , Nel & van Dyk, 1999). Meanwhile, according to Maslach, et. al., (2001) states that in the case of fatigue, employees break away from clients and work, therefore this can change his attitude from caring to neglect. This situation brings tension and frustration to a person because the work is done can not be carried out properly and not as usual even slowly they will eliminate the sense of responsibility for their work. employees who experience emotional exhaustion will have an impact on the performance achieved, decreased morale at work does not even feel a sense of satisfaction at work.

The dimension of emotional exhaustion used in this study refers to the dimension of Maslach, et. al., (2001). Maslach divides the dimensions of emotional exhaustion into three forms: first, the individual feels tired and unpowered, loses energy, frustrates, loses enthusiasm and is unable to provide good service. Second: depersonalization (depersonalization), this second dimension is the

development of the emotional exhaustion dimension, and the third: the decreased desire for self-achievement (low personal accomplishment).

Emotional exhaustion (emotional exhaustion) can be influenced by others by job insecurity and organizational justice. This can be proven from the literature study tracing some of the previous studies as explained and described above. Previous research only looked at the effect partially on the variables studied in this study, meaning that the simultaneous effect between job insecurity and organizational justice variables on emotional exhaustion had not yet been discovered and research had never been done. So this is the novelty or novelty of this research, which is what distinguishes it from previous studies. Moving on from this, the third hypothesis in this study is: **H3: Job insecurity and organizational justice simultaneously affect Emotional Exhaustion.**

The conceptual framework is intended as a concept to explain how much influence and relationships between variables will be examined based on the formulation of the problem. In this case, job insecurity and organizational justice are considered important in influencing emotional exhaustion. Based on a review of literature studies and previous research that there are research results and opinions of some experts who say that there is an influence on these variables as described in the previous discussion. From the description above, this research will present the conceptual framework of the study as follows:

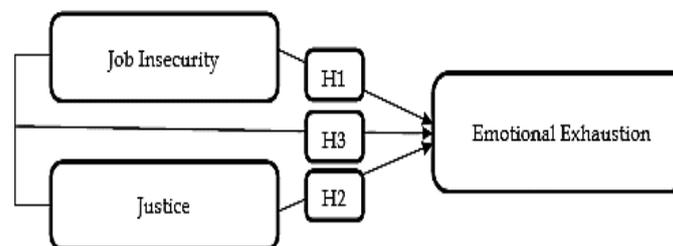


Figure 2. Conceptual Framework

B. METHOD

This research was conducted at the Regional Secretariat Bureau of West Sumatra Province and carried out in March 2019. The research method uses associative quantitative research type with the subject of employee research at the Regional Secretariat of the Government of West Sumatra Province. The type of data used is primary data and secondary data. Data collection is done by using a research instrument in the form of a questionnaire or questionnaire, which is done by distributing a list of statements and written questions to respondents to get answers to questions asked and then measured using a Likert Scale. The questionnaire distributed earlier had been tested for validity and reliability. Validity testing is done using Pearson Product Moment correlation with a correlation coefficient ≥ 0.3 , then the instrument items are declared valid. Reliability tests are also conducted to determine the consistency of the measuring instruments used, so that if the measuring instrument is used again to examine the same object with the same technique even though the time is different, then the results obtained will be the same. An instrument is said to be reliable if it has an Alpha Cronbach value ≥ 0.60 (Hair et al., 2010).

The analysis technique used in this study is a multiple regression analysis techniques (Multiple Regression), which aims to estimate and make estimates of the average value and see the causal relationship of influence that occurs between the dependent and independent variables, and aims to test the hypothesis of the characteristics of the research variables. Before being analyzed using regression analysis, classical assumptions test consisting of normality test, linearity test, multicollinearity test, heteroscedasticity test, and autocorrelation test, and then hypothesis testing is performed. Samples were taken using the Nonprobability Sampling technique of the Saturated Sampling type. The population is 40 employees. The questionnaire was distributed as many as 40 questionnaires but only 37 returned, so the data processed was only data from 37 respondents. In this study, the concepts of the variables studied were three variables: job insecurity and organizational justice as independent variables, while emotional exhaustion was determined as the dependent variable.

C. RESEARCH FINDING AND DISCUSSION

Characteristics of Research Demographics

The intended demographic is a descriptive analysis of the respondents studied. Characteristics of respondents in this study can be described thoroughly and generally in table 1:

Table 1. Characteristics of Respondents

Characteristics of Respondents	Total	Percentage
Sex		
Male	18	48.6%
Female	19	51.4%
Amount	37	100%
Age		
23-35 years	19	51.4%
36-45 years	9	24.3%
46-58 Years	9	24.3%
Amount	37	100%
Level of education		
Bachelor	8	21.6%
Graduate	17	45.9%
Post-Graduate	12	32.4%
Amount	37	100%
Staff rank		
Rank II	3	8.10%
Rank III	31	83.8%
Rank IV	3	8.10%
Amount	47	100%

Source: Research Results, 2019 (data processed)

Table 1 provides information that the demographic characteristics of this study can be grouped based on four types of groups namely gender group, age, last education level, and staffing group. When viewed from the sex, respondents in this study were dominated by female respondents, namely by 51.4%. while for the age group, the majority of respondents were aged in the age range of 23-35 years by 51.4%. The third group was seen from the category of the last level of education, the majority of respondents had a Graduate's degree of 45.9%. As for the category of employment category, it is dominated by respondents who have a level III group as many as 31 people or 83.8%.

Classic Assumption Test

To find out whether or not there is and how big the contribution of the influence given by each independent variable to the dependent variable. The initial step that must be taken is to test the hypothesis against the data, namely by testing the classical assumption or prerequisite test as an absolute requirement that must be met before testing the hypothesis. Prerequisite tests must be carried out in a parametric analysis, because whether or not these prerequisites are met will determine what analytical tools are suitable for use in further analysis. The classical assumption test that will be used in this study consists of:

a. Normality Test Results

Normality test aims to determine whether the distribution of the data follow or approach a normal distribution or not normal, the normality test is done to see / test whether a variable in the regression model has a residual spam or distribution normal. According to Djunaidi (2016), based on statistical theory for the linear model, only the residue of the dependent variable must be tested for normality, while the independent variable is assumed to be not a distribution function, so there is no need to test for normality.

Normality testing can be tested by looking at the histogram graph of the analyzed data. Data that are normally distributed will form a bell (bell sheped) and the majority of data are spread into a bell line and tend to be balanced or not dominant to the right or dominant to the left, as shown in the following figure 3:

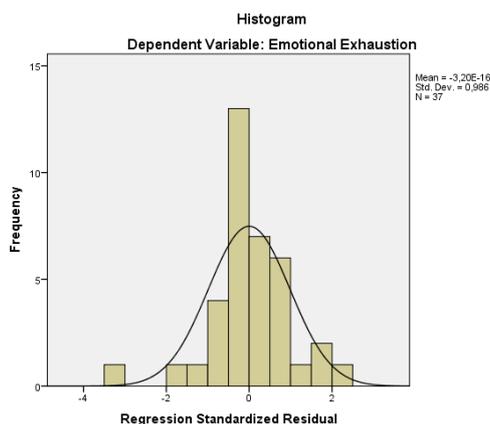


Figure 3. Histogram of Normality Test Results
Source: Research Results 2019 (data processed)

In testing the normality of this study, it can be concluded that when viewed in the graphic image above for the overall normality test (the influence of each independent variable on the dependent variable) can be seen visually and it can be concluded that the residual data is normally distributed because the distribution of the data is within and form a normal curve that is forming a bell (bell sheped). Although there is some data that is out of layer, the data is more dominant inside and forms a bell sheped and the distribution of the data tends to be balanced, not dominantly deviating from the kekeri or deviating to the right. So in the normality test this time, it can be concluded that the research data is normally distributed.

b. Linearity Test Results

The linearity test was conducted to see whether the regression model used had a linearly distributed residual or not. A good regression model is a linearly distributed regression model. A regression if the residuals are not distributed linearly will result in a regression that is not good or inconsistent (efficient).

This test is carried out by testing using the SPSS version 23.0 application, namely by looking at graphics or curves to see whether the residuals are spread linearly or not. If the points spread following the direction of the diagonal line or along the diagonal line and there is no extreme spread, it can be stated that the regression model follows or has met the linearity requirements. The results of the summary of the research linearity test are presented below:

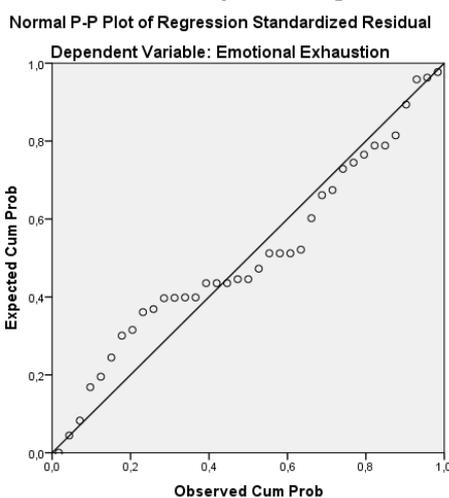


Figure 4. Normal Curve Probability Plot Linearity Test
Source: Research Results 2019 (data processed)

If we look at the picture above, the normal probability plot of the linearity test of the effect of Job Insecurity and Organizational Justice on Emotional Exhaustion , the results of the linearity test in

this study indicate that the distribution of points is along the diagonal line shown in the graphic above. This shows that this regression model has met the normality assumption of the data, so it is expected that the results will be good or will be in accordance with the classical assumptions of a regression.

c. Multicollinearity Test Results

The multicollinearity test aims to determine the magnitude of the intercorrelation between independent variables that occurs in a study. The intercorrelation relationship between two or more independent variables in a regression model may not have a perfect or near perfect relationship. A good regression model requires the absence of multicollinearity problems . To detect the presence or absence of multicollinearity, it can be seen in the SPSS output contained in the tolerance value column and VIF (variace inflation factor). If the tolerance value is more than > 0.1 and the VIF value is less/smaller than < 10 , it is concluded that there is no multicollinearity. The results of the multicollinearity test for the regression model in this study can be seen in the following table:

Table 2. Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	32,950	8,219		4,009	,000		
	Organizational Justice	-,299	,081	-,509	-3,694	,001	,545	1,836
	Job Insecurity	,855	,319	,370	2,685	,011	,545	1,836

a. Dependent Variable: Emotional Exhaustion

Source: Research Results 2019 (data processed)

From the table above, the results of the multicollinearity test of the influence of Organizational Justice on Emotional Exhaustion of employees have a tolerance value of more than 0.1, which is 0.545 and a VIF value of less than or less than 10, which is 1.836 . Meanwhile, the multicollinearity for the Job Insecurity variable for the Emotional Exhaustion of employees has a tolerance value of more than 0.1, which is 0.545 and a VIF value of less than or less than 10, which is 1.836 . So it can be concluded that the regression model in this study declared free from multicollinearity.

d. Heteroscedasticity Test Results

Heteroscedasticity is a condition where there is an inequality of variance from the residuals in the regression model (Priyatno, 2009:47). Heteroscedasticity testing aims to test whether in the regression model there has been an inequality of variance from the residual of one observation to another observation. Heteroscedasticity shows that there has been a spread of data on the dependent variable. Random distribution shows a good regression model in a study, in other words, there is no heteroscedasticity in the data studied.

To draw conclusions or interpretations on the heteroscedasticity test, it can be seen in the scatterplot image , to detect the presence or absence of heteroscedasticity, it is done by looking at the pattern of dots on the regression scatterplots . If the points spread with an unclear pattern above or below the number 0 on the Y axis, then there is no heteroscedasticity problem. The results of the heteroscedasticity test in this study are as follows:

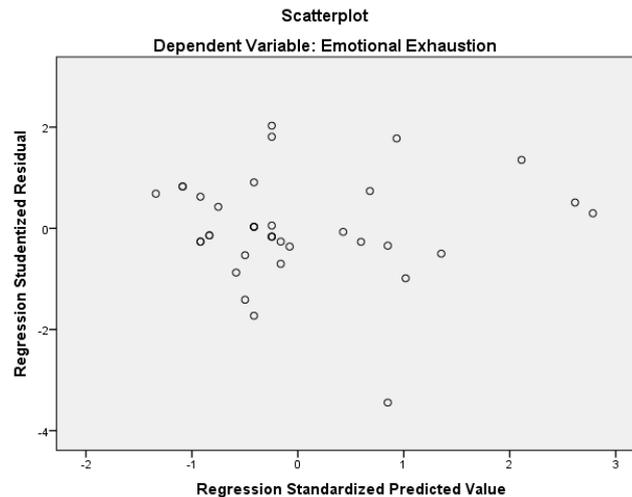


Figure 5. Scatterplots of Heteroscedasticity Test Results
Source: Research Results 2019 (data processed)

From the regression scatterplots of the heteroscedasticity test results of the influence of Job Insecurity and Organizational Justice on the Emotional Exhaustion of employees, it can be seen that overall the dots spread randomly and do not form a certain clear pattern, and are spread either above or below the number 0 on the axis. Y. This means that there is no heteroscedasticity in the regression model, so the regression model may be used to predict the dependent variable.

From the four results of the classical assumption test (Normality Test, Linearity Test, Multicollinearity Test and Heteroscedasticity Test) in this study, as explained in the discussion above, it can be concluded that the prerequisite test for calcic assumptions in this study has been declared fulfilled, so the next step is to test the hypothesis by using regression analysis.

Hypothesis Test Results

Statistical data processing in this study was carried out using multiple linear regression analysis (multiple regressions) before the data had been first tested for its classic assumptions. The results of the classic assumption test have been proven to meet the requirements and have passed the prerequisite test so that the data is declared feasible to be analyzed at a later stage namely the regression test. Hypothesis testing in this study will be presented as follows:

1. Effect of Job Insecurity on Emotional Exhaustion

Table 3. Regression Test Results of the Effect of Job Insecurity on Emotional Exhaustion

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,713 ^a	,508	,494	4,97100

a. Predictors: (Constant), Job Insecurity

b. Dependent Variable: Emotional Exhaustion

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	893,011	1	893,011	36,138	,000 ^b
	Residual	864,881	35	24,711		
	Total	1757,892	36			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Job Insecurity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,917	2,806		1,396	,172
	Job Insecurity	1,649	,274	,713	6,012	,000

a. Dependent Variable: Emotional Exhaustion

The R number of 0.713 in the Model Summary Table shows that the correlation between the Job Insecurity variable and the Emotional Exhaustion variable is very strong because the number is above 0.5. While the number of R² (R Square) is 0.508 and the number of Adjusted R² is 0.494. This means that 49,4% of the variation in employee Emotional Exhaustion can be explained by the Job Insecurity variable. In other words, there are 49,4% of the contribution of the Job Insecurity variable to the Emotional Exhaustion variable and the rest is explained by other variables.

While the test of ANOVA or F test found results with df F 1/36 as much as 36.138 with a significance level of 0.000. This means that it can be trusted up to 99%, even up to 100%. Since the probability (0.000) is less than 0.05 then It can be concluded that the Job Insecurity variable partially has a significant effect on the Emotional Exhaustion variable of employees or the same means that partially Job Insecurity has contributed significantly to the Emotional Exhaustion of employees at the Regional Secretariat Government Bureau of West Sumatra Province. In other words, the independent variables in this study are able to explain the magnitude of the dependent variable Emotional Exhaustion of employees. So that the first hypothesis in this study "Job Insecurity has a significant effect on Emotional Exhaustion of employees of the Government Bureau of the Regional Secretariat of West Sumatra Province", based on the results of statistical data processing, it is stated that it has been proven statistically.

Furthermore, the t test results as shown in Table Coefficients above also shows the significance of the constants and variables are free . From the results of the t-test, it can be concluded that: If the probability as > 0.05 then Ho is accepted, and if the probability as < 0.05 then Ho is rejected. From the table, it can be seen that the probability as < 0.05 , which is 0.000. D ith thus be in conclude that the variables Job Insecurity affects the Emotional Exhaustion employees of the Bureau of the Regional Secretariat Government of West Sumatra Province . The value of the constant value of the Coefficients Table above = 3.917 means that if the Job Insecurity variable is considered equal to zero, then the value of the Employee Emotional Exhaustion variable is 3.917. While the coefficient of Job Insecurity = 1.649, this means that if the Job Insecurity variable increases by one point, while the other independent variables are considered constant, it will cause an increase in employee Emotional Exhaustion of 1.649. Job Insecurity has a positive regression coefficient value indicated by a value of 1.649 (positive number). The positive regression coefficient here means that when the Job Insecurity variable increases, the employee's Emotional Exhaustion variable will also increase.

The first hypothesis proposed here is that there is an effect of job insecurity on emotional exhaustion in the employees of the Government Bureau of the Regional Secretariat of West Sumatra Province. Statistical test results for job insecurity variables show Adjusted R Square value of 0.494 with a significance value of 0.000. So it can be concluded that there is a significant influence of 49.4% of job insecurity variables on emotional exhaustion, so the hypotheses proposed in the study are stated to be statistically proven and support existing theories. The results of this study are in accordance with the results of previous studies such as that of Zhang Li., Zhang Lin and Wan Fang (2010), Bosman, j., Et al. (2005) and Engin, BO, Gokhan, Karagonlar and Sevgi Emirza (2016), Cemile Cetin and Nuray Turan (2013) and Beatrice Piccoli & Hans De Witte (2015) which stated that job insecurity can have an effect on fatigue emotional (emotional exhaustion) in an organization.

2. Effect of Organizational Justice on Emotional Exhaustion

Table 4. Regression Test Results of the Effect of Organizational Justice on Emotional Exhaustion

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,758 ^a	,574	,562	4,62296

a. Predictors: (Constant), Organizational Justice

b. Dependent Variable: Emotional Exhaustion

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1009,881	1	1009,881	47,253	,000 ^b
	Residual	748,011	35	21,372		
	Total	1757,892	36			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Organizational Justice

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	51,744	4,672		11,075	,000
	Organizational Justice	-,446	,065	-,758	-6,874	,000

a. Dependent Variable: Emotional Exhaustion

The R number of 0.758 in the Model Summary Table shows that the correlation between the Organizational Justice variable and the Emotional Exhaustion variable is very strong because the number is above 0.5. While the number of R² (R Square) is 0.574 and the number of Adjusted R² is 0.562. This means that 56,2% of the variation of employee Emotional Exhaustion can be explained by the Organizational Justice variable. In other words, there are as many as 56,2% contribution of the influence of the Organizational Justice variable on the Emotional Exhaustion variable and the rest is explained by other variables.

While the test of ANOVA or F test found results with df F 1/36 as much as 47.253 with a significance level of 0.000. This means that it can be trusted up to 99%, even up to 100%. Because the probability (0.000) is smaller than 0.05, it can be concluded that the Organizational Justice variable partially really has a significant effect on the employee's Emotional Exhaustion variable or the same means that Organizational Justice partially has contributed significantly to the Emotional Exhaustion of employees at the Provincial Secretariat Government Bureau. West Sumatra . In other words, the independent variables in this study are able to explain the magnitude of the dependent variable Emotional Exhaustion of employees. So that the second hypothesis in this study "Organizational Justice has a significant effect on Emotional Exhaustion of employees of the Government Bureau of the Regional Secretariat of West Sumatra Province", based on the results of statistical data processing, it is stated that it has been proven statistically.

Furthermore, the t test results as shown in Table Coefficients above also shows the significance of the constants and variables are free . From the results of the t-test, it can be concluded that: If the probability as > 0.05 then Ho is accepted, and if the probability as < 0.05 then Ho is rejected. From the table, it can be seen that the probability as < 0.05 , which is 0.000. D ith thus be in conclude that the variables of Organizational Justice Emotional Exhaustion affects the employee Government Bureau of West Sumatra Provincial Secretariat . The value of the constant value of the Coefficients Table above = 51.744 means that if the Organizational Justice variable is considered equal to zero, then the value of

the Employee Emotional Exhaustion variable is 51.744. While the coefficient value of Organizational Justice = -0.446, this means that if the variable Organizational Justice increases by one point, while other independent variables are considered constant, it will cause an increase in Emotional Exhaustion of employees by -0.446. Organizational Justice has a negative regression coefficient value indicated by a value of -0.446 (a negative number). The negative regression coefficient here means that when the Organizational Justice variable increases, the employee's Emotional Exhaustion variable will decrease.

The second hypothesis proposed here is that there is an influence of organizational justice (justice) on emotional exhaustion on the employees of the Government Bureau of the Regional Secretariat of West Sumatra Province. Statistical test results for organizational justice variables (justice) showed the Adjusted R Square value of 0.562 with a significance value of 0.000. So it can be concluded that there is a significant influence of 56.2% of the variables of organizational justice (justice) on emotional exhaustion, so the hypotheses proposed in the study are stated to be statistically proven and support the existing theories. The results of this study are in accordance with the results of previous studies as conducted by Michael S. Cole, et al (2010), Safari, Ali., Et al (2012) and Ayesha, Shahid., Et. al., (2018) which concluded that organizational justice can affect the level of emotional exhaustion.

3. The Effect of Job Insecurity and Organizational Justice on Emotional Exhaustion

Table 5. Regression Test Results of the Effect of Job Insecurity and Organizational Justice on Emotional Exhaustion

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,806 ^a	,649	,628	4,26058	

a. Predictors: (Constant), Job Insecurity, Organizational Justice

b. Dependent Variable: Emotional Exhaustion

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1140,705	2	570,352	31,420	,000 ^b
	Residual	617,187	34	18,153		
	Total	1757,892	36			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Job Insecurity, Organizational Justice

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	32,950	8,219		4,009	,000
	Organizational Justice	-,299	,081	-,509	-3,694	,001
	Job Insecurity	,855	,319	,370	2,685	,011

a. Dependent Variable: Emotional Exhaustion

The R number of 0.806 in the Model Summary Table shows that the correlation between the independent variables, namely Job Insecurity, Organizational Justice and the dependent variable, namely Emotional Exhaustion is very strong because the number is above 0.5. While the number of R² (R Square) is 0.649 and the number of Adjusted R² is 0.628. This means that 62,8% of the variation in employee Emotional Exhaustion can be explained by the Job Insecurity and Organizational Justice variables. In other words, there are as many as 62,8% contribution of the simultaneous influence of the

Job Insecurity and Organizational Justice variables on the Emotional Exhaustion variable and the rest is explained by other variables.

Meanwhile, from the Anova test or F test, the F results with df 2/36 were 31,420 with a significance level of 0.000. This means that it can be trusted up to 99%, even up to 100%. Because the probability (0.000) is smaller than 0.05, it can be concluded that the Job Insecurity and Organizational Justice variables simultaneously have a significant effect on the employee's Emotional Exhaustion variable or the same means that Job Insecurity and Organizational Justice simultaneously have contributed significantly to the employee's Emotional Exhaustion. Government Bureau of the Regional Secretariat of West Sumatra Province. In other words, the independent variables in this study are able to explain the magnitude of the dependent variable Emotional Exhaustion of employees. So that the third hypothesis in this study " Job Insecurity and Organizational Justice simultaneously have a significant effect on Emotional Exhaustion of employees of the Government Bureau of the Regional Secretariat of West Sumatra Province", based on the results of statistical data processing, it has been proven statistically.

Furthermore, the t test results as shown in Table Coefficients above also shows the significance of the constants and variables are free . From the results of the t-test, it can be concluded that: If the probability as > 0.05 then H_0 is accepted, and if the probability as < 0.05 then H_0 is rejected. From the table, it can be seen that the probability as < 0.05 , which is 0.000. D ith thus be in conclude that the variables Job Insecurity, Organizational Justice simultaneously affect the Emotional Exhaustion employees of the Bureau of the Regional Secretariat Government of West Sumatra Province . The value of the constant value of the Coefficients Table above = 32.950 means that if the Job Insecurity and Organizational Justice variables are considered equal to zero, then the value of the Employee Emotional Exhaustion variable is 32.950.

Job Insecurity coefficient (X^1) = 0855 is berrati that j ika variables Job Insecurity has increased by one point, while the other independent variables (Organizational Justice) held constant, would cause an increase in Emotional Exhaustion personnel by 0855. Job Insecurity (X^1) has a positive regression coefficient value indicated by a value of 0.855 (positive number). The positive regression coefficient here means that when the Job Insecurity variable increases, the employee's Emotional Exhaustion variable will also increase.

The coefficient of Organizational Justice (X^2) = -0299 is berrati that j ika Organizational variables Justice has increased by one point, while the other independent variables (Job Insecurity) held constant, would cause an increase in personnel by -0299 Emotional Exhaustion. Organizational Justice (X^2) has a negative regression coefficient value indicated by a value of -0.299 (negative number). The negative regression coefficient here means that when the Organizational Justice variable increases, the employee's Emotional Exhaustion variable will also increase.

The third hypothesis of this study is that there is an effect of job insecurity and organizational justice on emotional exhaustion. The results of this study found that job insecurity and organizational justice variables simultaneously had a significant effect on emotional exhaustion in the employees of the Government Bureau of the Regional Secretariat of West Sumatra Province. This is evident from the results of the processing of statistical data with the acquisition of an Adjusted R Square value of 0.628 and the significance value of 0.000. This figure implies that job insecurity and organizational justice simultaneously influence significantly or contribute significantly to emotional exhaustion. The amount of influence contribution is 62.8%. So that the third hypothesis put forward in this research is proven.

Based on the results of the regression test as described above, the researcher obtains a picture that the effect of job insecurity and organizational justice variables simultaneously contributes to emotional exhaustion, this has been proven and can be tested statistically, so the results of this study do not invalidate the theory but support the existing theory.

D. CONCLUSION AND RECOMMENDATION

Conclusion

From what has been explained previously and from the results of data analysis that has been stated, it can be concluded: 1) There is a partially significant effect of job insecurity variables on emotional exhaustion on the employees of the Government Bureau of the Regional Secretariat of West Sumatra Province with influence contribution of 49.4%; 2) There is a partially significant influence on the variable of organizational justice on emotional exhaustion on the employees of the Government

Bureau of the Regional Secretariat of West Sumatra Province. Organizational justice contributed to the influence of emotional exhaustion of 56.2%, and 3) There is a simultaneous significant effect of job insecurity and organizational justice on emotional exhaustion in the employees of the Government Bureau of the Regional Secretariat of West Sumatra Province with an influence contribution of 62.8%.

Recommendation

In this research, it can be seen that the contribution made by job insecurity and justice to emotional exhaustion has proven to be significant, so the implications of this study are that it is time for the West Sumatra Provincial Secretariat Government Bureau to create insecurity. work (job insecurity) and organizational justice as a reference and consideration for suppressing emotional exhaustion for employees. The gap on the amount of contribution caused by job insecurity and organizational justice (emotional exhaustion) variables occurred in this study so that if questions arise which variable comes first to improve the level of emotional exhaustion towards a better, the related parties through this study recommends improvements that begin with improving and increasing organizational justice and afterward only by improving the level of job insecurity because the contribution of influence given the variable organizational justice is more dominant / greater than the influence of job insecurity variables.

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