

# Workplace Incivility and Job Burnout and Work Engagement Effects on Turnover Intention of Coal Mining Company Employees in East Kalimantan

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**ABSTRACT:** The purpose of this study was to determine and analyze the effect of Workplace Incivility and Job Burnout and Work Engagement their influence on employee turnover intention.

The data analyzed is primary data with a sample of 119 permanent employees of heavy equipment operator PT Kaltim Prima Coal. The analytical method used is a regression with path analysis and using SPSS software.

Findings. The results of this study indicate that: (1) Workplace incivility and job burnout partially have a direct and significant effect on employee turnover intention, while work engagement on employee turnover intention has no direct and significant effect. (2) Path analysis shows that work engagement is not able to mediate the effect of workplace incivility on employee turnover intention. Likewise, the effect of job burnout through work engagement on employee turnover intention is not significant.

Originality. This study explores the direct and indirect effects of Workplace Incivility and Job Burnout on ta Work Engagement on Turnover Intention. Research object field employees or heavy equipment operator PT Kaltim Prima Coal

**KEYWORD:** Workplace incivility, job burnout, work engagement, and turnover intention.

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## I. INTRODUCTION

Every company will face problems related to differences in the quality of individual employees. Differences usually occur among employees within the company due to different levels of education, age, background, culture, and experience. One of the problems in developing human resources in the workplace is workplace incivility or impoliteness and job burnout in the workplace.

In recent decades, workplace incivility has received the attention of organizational researchers and practitioners. Almost all studies conducted in America and Europe show a tendency to increase behavior in the workplace that is considered uncivilized (workplace incivility) which several employees from various industrial sectors accept. This workplace incivility behavior includes actions such as using derogatory language towards colleagues, making threats, gossiping, ignoring coworkers' requests, sending abusive emails, lack of respect for coworkers such as not saying thank you or asking for help, and showing affection disrespect to colleagues or others at work (Reich & Hershcovis, 2015).

(Spence Laschinger et al., 2009) Stated that workplace incivility is the intensity of deviant behavior that aims to hurt the target and violate workplace norms. In a study conducted by (Porath & Pearson, 2012), 96-99% of survey respondents experienced or had witnessed workplace incivility.

In addition to workplace incivility, a real big threat to employees is job burnout or stress at work. Job burnout, according to (SPENCE LASCHINGER et al., 2009), is an emotional condition in which a person feels tired and bored mentally or physically as a result of increased job demands. These stress symptoms are characterized by loss of appetite, rapid weight loss, insomnia, or persistent fatigue.

The negative impact of job burnout in the long term will result in a higher level of employee absenteeism so that the company's productivity decreases, and lack of responsibility, lack of loyalty to the company, and will eventually leave the company (quitting intention) and the level of employee turnover intention). Based on the results of the preliminary survey recording using a questionnaire instrument to 35 employees of the heavy equipment operator division at PT. Kaltim Prima Coal was found to experience work incivility, and 59.45% experienced job burnout. This phenomenon will make the existing human resources in the section consider work as a low burden of professional ethics. The current development of human resource management is caused by the demands and policies implemented that need more attention. Policies that do not

meet employee expectations will have a negative impact on the company, namely resignation or turnover intention.

Turnover intention high is a problem for employees. Because when an employee leaves the company, the company will experience a loss, namely the loss of potential employee staff. This can be caused by intentional or classified as the intention of the employee to leave the company. Intention to resign (turnover intention) is the tendency to quit or leave the job. Intention to leave is a reflection of the thought or desire to leave and look for work elsewhere. Turnover intention occurred at PT. Kaltim Prima Coal, especially in the Mining Operation Division, especially heavy equipment operators, has increased in the last three years. Based on data sources from PT KPC HR that in 2018 there were 40 employee resignations,

Several previous studies have proven that high employee job burnout can result in employees doing and experiencing workplace incivility, so that this can affect turnover intention (Setiawan & Rocky, 2018). Empirical studies carried out (Lu & Gursoy, 2016; Rahim & Cosby, 2016) mention that high job burnout can affect the intention to stop working for employees. In contrast to the relationship between job burnout and work engagement, according to (Nugroho et al., 2016), the lower the intensity of job burnout, the more work engagement increases.

This research is an effort to reduce the impact of turnover intention, so it is necessary to have a mediating role, namely work engagement. As described in research by (Beattie & Griffin, 2014; Reio & Sanders-Reio, 2011; Tricahyadinata et al., 2020), workplace incivility is a contradictory form of good social relations in an organization and can have implications for low levels of work engagement. Referring to the research conducted by (Agarwal & Gupta, 2018; Oliveira & Rocha, 2017), the higher the intensity of work engagement, the lower the intention to resign (turnover intention).

This study aims to provide an understanding of the forms of behavior and interactions that are created that will help companies to develop their human resources. The objects of this research are field employees, heavy equipment operators of PT Kaltim Prima Coal, Mining Operations Division. The variables analyzed are Workplace Incivility and Job Burnout and Work Engagement, their impact on Turnover Intention. The analysis also aims to prove the role of Work Engagement as a variable that mediates the effect of Workplace Incivility and Job Burnout on Turnover Intention.

## **II. LITERATURE REVIEW AND RESEARCH CONCEPTUAL FRAMEWORK**

The theory that underlies the conceptual framework of this research is the theory of human resource management development related to workplace incivility, job burnout, work engagement, and turnover intention.

workplace incivility

Incivility is the behavior of a person being uncivilized, behaving rudely and disrespectfully to other individuals. Workplace incivility is deviant behavior that intends to harm the target and violate workplace norms, such as disrespecting each other (Spence Laschinger et al., 2009). Uncivilized behavior or actions will be harmful so as to hurt the feelings of others. This behavior is different from other abnormal behavior.

Unfriendly behavior in the workplace is inappropriate behavior both verbally and nonverbally, such as demeaning someone, rude speech, impatience, or disrespect for the dignity of others. The result is that employees who are affected by dishonest behavior tend to lower their commitment to work (Montgomery et al., 2004). Civilized behavior in the workplace is part of employees' daily behavior in interacting with everyone else in the organization. Sometimes the abuser is not aware of his behavior, such as belittling his colleagues (for example, not thanking him for a simple favor) or seeking help from subordinates or colleagues in an impolite manner. Examples of such behavior include actions such as using undignified language and performing verbal expressions. And nonverbal threats, small talk, ignoring the demands of coworkers, and disrespecting others at work (Holm et al., 2015). Other examples of workplace incivility include not saying thank you, not listening to coworkers' suggestions, sending messages or emails during meetings, derogatory comments, showing hostility, invasion of privacy, exclusive behavior, gossiping, and ignoring or insulting coworkers.

An incivility is a form of deviant behavior in the workplace. Inactivity can be interpreted as low-intensity behavior, which does not have a clear intention to harm, but still violates social norms and harms the emotions of the target employee. In other words, demeaning other people at work can be verbal communication, even though it seems trivial but still violates the norm (Porath & Pearson, 2012). The form of workplace incivility can be covert and overt.

(Martin & Hine, 2005) mentions several factors that affect workplace incivility, namely:

- 1) Hosting, namely behavior that shows hostility with coworkers.
- 2) Privacy-Ivacion, namely the attitude of employees who cannot respect and maintain the privacy of their coworkers.
- 3) Exclusionary behavior is an employee's exclusive behavior which is shown by the behavior of putting other things aside.

4) Gossiping is the behavior of employees who like to talk about their coworkers based on information that is not necessarily true.

(Johnson & Indvik, 2001) stated that there are factors that can cause workplace incivility, namely:

- 1) Due to changes in work rules, budget cuts, and communication demands
- 2) Due to bad behavior from superiors, coworkers who speak badly or rudely, cannot build communication, respond to problems with emotion, do not respect and respect coworkers
- 3) Employees feel that there is injustice in their work or organization
- 4) Excess working time, organizational change, and too fast growth
- 5) The high workload or high work intensity causes employees to be stressed at work so that which has an impact on impolite attitudes and words.

Personality also leads to workplace incivility factors, such as agreeableness and neuroticism. Employees who experience agreeableness are less cooperative, tend to be stubborn and be rude. Employees who have a very neurotic personality. Can make it difficult for individuals to deal with conflict. The consequence is that the individual is incompetent in daily life because he cannot show the right emotions when dealing with other people. In the two personalities above, this can lead to workplace incivility (Milam et al., 2009).

#### Job Burnout

Job Burnout or fatigue at work is the emotional state of a person feeling mentally tired or bored or because of increased work demands (Spence Laschinger et al., 2009). This situation makes the work atmosphere cold and unpleasant; dedication is reduced, employee performance is not optimal. It also makes workers distant and reluctant to participate in their environment. Fatigue is also affected by a mismatch between effort and work (Harnida, 2015).

Fatigue or burnout is a psychological reaction of someone who is stressed at work and is not to be able to achieve good results. Unfavorable factors can occur, such as decreased employee performance, shifting activity times, activities that tend to be related to non-work activities, low organizational commitment, increased attendance, and high willingness to go. Fatigue is a person's long-term response to an inability to effectively deal with work pressures (Leiter & Maslach, 2005).

(Maslach et al., 2001) there are two things that affect burnout, namely, work environment factors and individual factors. 1. Factors in the work environment: (a) Too much work and overtime. Due to the mismatch between workers and their jobs, it may be too much work. Monotonous working conditions can lead to fatigue or less change. Previous research has found that overworked people are under great stress. Long or unpredictable work hours, too many responsibilities, too fast, too many phone calls, dealing directly with difficult people without adequate assistance, and supervising too many people (e.g., people on large and full shifts) congested). Overwork can cause work to be boring, or work that doesn't change can also cause burnout. (b) Control. Control is a condition of excessive restriction on workers in the work environment. Everyone hopes to have the opportunity to make choices, make decisions, use their ability to think and solve problems and achieve success. Control sometimes makes workers have internal boundaries and innovate because the boss has too tight control; they are not responsible for the results obtained. (c) Inadequate compensation. Rewards or commonly called gifts or tokens of gratitude for their achievements. Lack of appreciation of the work environment makes workers feel worthless. Appreciation can not only be seen from the bonus (money) given, but good relations between workers and between workers and their superiors will also have an impact on workers. The appreciation given will increase the positive emotions of workers, which is also an important value to show that someone is doing well; (d) Conflicts between workers. Workers who lack a sense of the work environment can lead to a lack of positive engagement in the workplace. There are signs of a poor relationship with the work environment, such as workers feeling isolated, the conflict between coworkers, and not being respected or valued within the organization or community; (e) Loss of justice. Feelings of being treated unfairly are also a contributing factor to fatigue. Work environment situations that cause workers to be mistreated or discriminated against and superior preferences are also one of the factors causing burnout; (f) Value conflict. The relationship between what personal values are considered good or bad, right and wrong. Require workers to do work that violates values, for example, being asked to lie. One will do one's best and act according to values, to maintain integrity and self-respect. 2. Individual Factors. Individual factors include demographic factors. Demographic factors include gender, race, age, marital status, educational background, personality factors, such as introverted or extroverted personality types, self-concept, needs, motivation, ability to control emotions, and locus of control The relationship between personal values of what is considered good or bad, right and wrong. Require workers to do work that violates values, For example, being asked to lie. One will do one's best and act according to values, to maintain integrity and self-respect. 2. Individual Factors. Individual factors include demographic factors. Demographic factors include gender, race, age, marital status, educational background, personality factors, such as introverted or extroverted personality types, self-concept, needs, motivation, ability to control emotions, and locus of control The relationship between personal values of what is considered good or bad, right and wrong. Require workers to do work that violates values, For example, being asked to lie. One

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Based on this description, it can be concluded that there are two factors that influence the occurrence of burnout, namely work environment factors including excessive workload and monotonous work, control, low wages, conflicts between workers, loss of justice, and value conflicts. Both are personal factors. These consist of gender, race, age, marital status, educational background, personality factors (such as introverted or extroverted personality type, needs, motivation, ability to control emotions, and locus of control).

(Romadhoni et al., 2015) Burnout symptoms generally occur due to (1) Emotional symptoms, for example, feeling failure and doubting their abilities, feeling unhealthy and helpless, individuals feeling a loss of motivation, always thinking negatively and increasingly cynical about someone, and experiencing decreased satisfaction work; (2) Physical symptoms, for example, individuals feel tired and drained of time, decreased body resistance resulting in illness, and changes in sleep patterns and appetite; (3) Behavior, for example, individuals tend to run away from duties and responsibilities, take longer to complete workers due to procrastination, consume alcohol and drugs to overcome them, and are frustrated.

There is a fatigue aspect of burnout, according to (Maslach et al., 2001). This can cause physical health problems such as headaches, indigestion, hypertension, muscle stiffness, colds, sleep disturbances, and decreased work performance such as withdrawal from work indicated by absenteeism, the desire to stop working.

Burnout occurs over a long period of time, building up months or years before employees are aware of what is happening. Physical symptoms and emotional symptoms gradually become apparent. This can affect their work performance which can be detrimental to individuals and organizations.

#### Work Engagement

work engagement is defined as a positive, satisfying, and work-related mental state characterized by strength, dedication, and devotion ((Kumar & Swetha, 2011). Work engagement is an illusory power that can inspire higher levels of personal performance. Work engagement is the level of personal investment in work; the level of effort and how long it can last is a testament to their commitment. Swetha & Kumar, people with high work engagement, are loyal and competent in their work.

(Lockwood, 2007) Work engagement is a personal level that in doing a job feels there is a strong emotional attachment to the commitment, how hard they work is, and how long a person can hold on to the promise made. Work engagement is a positive, satisfied, and work-related mental state. Its characteristics are strength (vigor), dedication (dedication), and devotion (absorption) (Bakker et al., 2008).

(Bakker et al., 2008) Employees who have more work engagement tend to be more creative, more productive, and willing to try harder. By referring to the results of several studies, it can be concluded that work engagement is an important aspect in completing the work of each employee, which is believed to be able to improve their performance. Employees with a high level of work commitment will show their best performance because these employees like the work they do. In this modern era, companies compete with each other to get the most potential employees. Therefore, the company can do it with more optimal development. The company will recruit employees with high talent potential and who have great potential to grow or develop the company. Work engagement can affect performance,

#### Turnover Intention

The intention to resign or turnover intention is the beginning of the decision to resign; a person has many reasons not to go to work, such as illness, being late for work, or not even giving news (Huang, 2007). Turnover intention is a deliberate desire to leave the employee, company, and organization and is considered as the final decision in the withdrawal sequence (withdrawal cognition) (Bothma & Roodt, 2012).

(Robbins & Judge, 2008) someone who leaves the organization is caused by 2 (two) things:

- 1) Voluntary turnover. Voluntary turnover is an employee's decision to leave the organization voluntarily because of the attractiveness of his current job and the availability of other job options.
- 2) Involuntary turnover. Involuntary turnover or dismissal is the employer's decision to terminate the employment relationship. This is out of control for employees who have experienced this situation.

(Faslah, 2010) explained that turnover intention could cause losses for the company, among others, namely: (1) direct costs related to the costs of recruitment activities; (2) indirect costs associated with training new employees; and (3) productivity loss due to the adaptation and learning process of new employees.

(Kammeyer-Mueller et al., 2005) Organizations have two options for resigning from the organization, reflecting a personal plan to leave the organization, either temporarily or permanently, such as:

1. Withdrawal from work (work withdrawal) is usually referred to as a reduction in work for a certain period of time or a temporary stop. Employees who are dissatisfied with their jobs will engage in various

combinations of behaviors, such as not attending meetings, not going to work, performing poorly, and reducing psychological input to work at hand.

2. Alternatives to looking for a new job (search for alternatives) often employees really want to leave their jobs permanently. This can be done through a new job search process, which can be used as a variable between the idea of resigning or the actual resignation decision.

**Influence between Variables**

The effect of Workplace incivility on Work Engagement (Tricahyadinata et al., 2020) concluded that workplace incivility has a negative effect on work engagement. From this explanation, it is proven that a high level of work incivility can reduce work commitment.

Effect of Workplace incivility on Turnover Intention (Setiawan & Rocky, 2018) prove that workplace incivility has a significant influence on the turnover intention of CV Metalik Baru. This proves that workplace incivility has a positive influence on turnover intention. (Hendryadi & Zannati, 2018), about "The relationship between workplace incivility and turnover intention: gender moderation effect," found that workplace incivility has a positive effect on turnover intention.

Effect of Job Burnout on Work Engagement (Nugroho et al., 2016) found that job burnout did not have a significant or negative effect on work engagement. The lower the job burnout, the higher the work engagement.

**Effect of Job Burnout on Turnover Intention**

(Lu & Gursay, 2016) show that job burnout has a positive and significant effect on turnover intention. (Rahim & Cosby, 2016), show that the level of job burnout has a positive and significant effect on turnover intention. It can be concluded that a higher level of job burnout can increase employee turnover intention.

Effect of Work Engagement on Turnover Intention. (Vellya et al., 2020) Concluded that work engagement has a non-significant negative effect on turnover intention. In other words, the higher the work engagement, the lower the turnover intention. (Agarwal & Gupta, 2018) prove that work engagement has a negative effect on turnover intention.

**Research Conceptual Framework**

Based on the literature review that has been described, the conceptual framework of the proposed research is as follows:

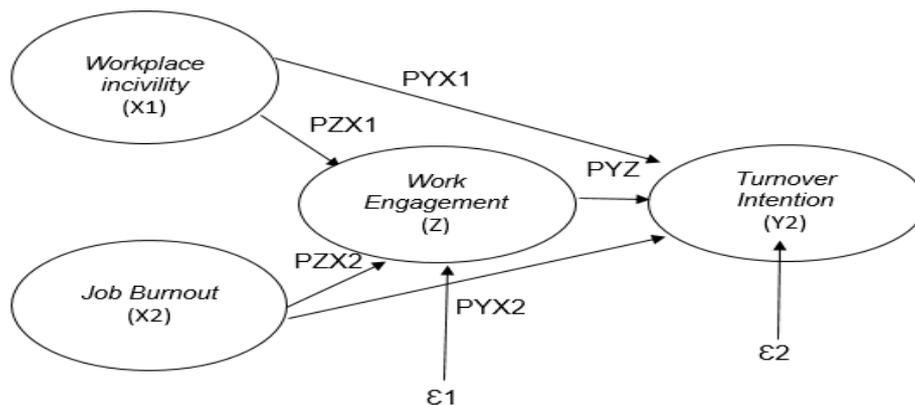


Figure 3.1: Research conceptual framework

**III. RESEARCH METHODS**

This research was conducted using a quantitative method with an explanatory research design, which aims to explain a relevant group characteristic, estimate the percentage of units in a particular population that exhibit specific behavior, determine perceptions of certain characteristics, determine the magnitude of a variable from its relationship and to see predictions in general. Specific. The data needed in this study is primary data collected from questionnaires distributed to employees of heavy equipment operators in the Jupiter department and the Bintang department in the Mining Operation Division of a coal mining company in East Kalimantan, each of which will be selected according to the needs of the researcher. The number of employees is 700 people, and 119 people are willing to fill out questionnaires in leaflets and google forms.

**Analysis Tools.** To analyze causal relationships between variables and systematically test hypotheses in this study, the analytical tool used is path analysis with SPSS tools.

**IV. ANALYSIS AND DISCUSSION**

The results of structural analysis 1, testing the effect of Workplace Incivility and Job Burnout on Work Engagement, are shown in Table 4.1 and Table 4.2.

**Table 4.1. Sub-Structure Path Coefficients Value 1.**

Model	Unstan Coeffi B	Unstan Coeffi Std. Error	Stand Coeffi Beta	t	Sig.
(Constant)	58,520	2,365		24,741	0.000
Workplace Incivility	-0.105	0.060	-0.119	-1,731	0.085
Job Burnout	-0.275	0.077	-0.247	-3,591	0.000

a. Dependent Variable : Work Engagement  
 Source: 2021 data processing results.

**Table 4.2 Summary Model Table of Sub-Structure Paths 1**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.324a	0.105	0.098	8.939

a. Predictors (Constant), Job burnout, Workplace Incivility  
 b. Dependent Variable: Work Engagement  
 Source: 2021 data processing results

The results of the analysis of substructure two are shown in Table 4.15. and Table 4.16.

The results of structural analysis 2, testing the effect of Workplace Incivility, Job Burnout, and Work Engagement on Turnover Intention, are shown in Table 4.3 and Table 4.4.

**Table 4.3. Sub-Structure Path Coefficients 2**

Model	Unstan Coeffi B	Unstan Coeffi Std. Error	Stand Coeffi Beta	t	Sig.
(Constant)	58,520	2,365		24,741	0.000
Workplace Incivility	0.105	0.040	0.156	2,521	0.012
Job Burnout	0.275	0.052	0.414	6,563	0.000
Work Engagement	-0.046	0.041	-0.063	-1.112	0.267

a. Dependent Variable : Turnover Intention  
 Source: SPSS Output

**Table 4.4 Model Summary Sub-Structure Path 2 (Model II)**

a. Predictors (Constant), Job burnout, Workplace Incivility, Work Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.534a	0.285	0.277	5.880

b. Dependent Variable: Turnover Intention  
 Source: SPSS Output

The indirect effect, Work Engagement as a mediation of Workplace Incivility and Job Burnout on Turnover Intention with the Sobel test tool, is shown in table 4.5.

**Table 4.5. Coefficients value and the level of significance of indirect influence**

Model	Unstan Coeffi. B	t	Sig.
Workplace Incivility => Work Engagement => Turnover Intention	0.005	0.945	0.345
Job Burnout => Work Engagement => Turnover Intention	0.013	1.073	0.284

Source: SPSS Output

Workplace Incivility to Work Engagement. The significance value of workplace incivility (X1) is  $0.085 > 0.05$ , so it can be concluded that there is no significant direct effect of workplace incivility (X1) on work engagement (Z). There is no significant relationship between workplace incivility and work engagement, meaning that the workplace incivility variable is not the only variable that affects changes in the work engagement variable; it could be another variable outside the study. When viewed from the respondent's assessment indicators, the indicator most chosen or experienced by respondents in workplace incivility is colleague incivility (coworkers who are not polite).

If associated with work engagement, the treatment or behavior of coworkers that employees get is not able to reduce employees' perceptions of their work environment or has implications for low/reduced work engagement. This can also be related to the number of employees of heavy equipment operators at PT. Kaltim Prima Coal is dominated by men compared to women. This statement is supported by the results of research

conducted by (Tricahyadinata et al., 2020), which states that the relationship between workplace incivility and work engagement shows that women have a greater tendency to reduce work engagement than men. Basically PT. Kaltim Prima Coal has been able to create a good working climate and involve the leadership in each department to be kind to their employees,

From the results of this study can be seen that workplace incivility experienced by employees of heavy equipment operators does not produce high values, so the results of this research are supported by the results of research conducted by (Tricahyadinata et al., 2020; Jawahar & Schreurs, 2018) which states that workplace incivility has a negative effect on work engagement. (Giumetti et al., 2013)) found that workplace incivility had a negative effect on lower energy levels. From the results above, it can be seen that the higher the workplace incivility, the lower the work engagement. Likewise, the lower the workplace incivility, the higher the work engagement.

The contribution of the workplace incivility value in this study is not so large that it can be concluded that there are other factors not examined in this study that can affect work engagement. Work engagement by (Albrech, 2011) is a motivation that is reflected in a sincere willingness to invest in performance that is focused on the goals and interests of the organization so that the organization can easily achieve success exceeding the targets set by the organization, so that get or achieve work engagement in the organization, there will be many obstacles, such as workplace incivility. In addition to having an impact on the individual, workplace incivility also has an impact or has a large effect on the organization (Estes & Wang, 2008).

#### **Job Burnout towards work engagement**

The significance value of job burnout (X2) is  $0.000 < 0.05$ . So it can be concluded that there is a significant direct effect of job burnout (X2) on work engagement (Z). The direction of the coefficient is negative, meaning that low job burnout conditions can increase work engagement.

There is a significant relationship between job burnout and work engagement, meaning that the job burnout variable is the variable that really affects changes in the work engagement variable. Or in other words, every decrease in the job burnout variable can increase the work engagement variable.

If employees experience high job burnout, it will affect dedication, morale, and absorption. The decline in employee work is the impact of negative attitudes and behaviors caused by emotional exhaustion, depression, and failure of self-achievement. If you look at the respondents of this research, the employees of heavy equipment operator PT. Kaltim Prima Coal is very easy to experience job burnout due to high work intensity. This can have a big impact on the company, such as losses; if employees experience job burnout, then employee productivity will decrease, and it is difficult to maximize, Job burnout experienced by employees of heavy equipment operator PT. Kaltim Prima Coal is dominated by emotional exhaustion, which can lead to depression.

The results of this study do not support the results of research conducted by (Nugroho et al., 2016) and (Leon et al., 2015), which states that job burnout has no effect on work engagement. The lower the job burnout experienced by employees, the higher the tendency of work engagement, and conversely, the higher the job burnout, the lower the tendency of work engagement. According to (Smilansky, 2009), job burnout is the antithesis of the work engagement aspect. As a result of the job, burnout can lead to a person's attitudes such as reduced job satisfaction, increased work stress, decreased participation, reduced accuracy, poor performance, low productivity, and increased physical and mental disorders (Amelia & Zulkarnain, 2005). Conditions like this will be very unfavorable for the organization and employees.

#### **Workplace Incivility against Turnover Intention**

The significance value of workplace incivility (X1) is  $0.012 < 0.05$ , so it can be concluded that there is a significant direct effect of workplace incivility (X1) on turnover intention (Y). There is a significant relationship between workplace incivility and turnover intention, meaning that the workplace incivility variable is a variable that really affects changes in the turnover intention variable. The direction of the coefficient is positive; in other words, every increase in the workplace incivility variable can increase the turnover intention variable. When viewed from the respondent's assessment indicators, the indicator most chosen or experienced by respondents in workplace incivility is colleague incivility (coworkers who are not polite). If it is associated with turnover intention, the treatment or behavior of coworkers can affect the employee's desire to leave work (turnover intention). This can be interpreted that the higher the intensity of deviant behavior or hurt the target and violate the norms that apply in the workplace, the higher the turnover intention or a person's desire to leave work or find a new job Employees of heavy equipment operator PT. Kaltim Prima Coal is more likely to find a new place to replace or avoid coworkers who behave negatively.

The results of this study are supported by the results of research conducted by (Hendryadi & Zannati, 2018) and (Tricahyadinata et al., 2020), which state that workplace incivility has a positive influence on turnover intention. (Rahim & Cosby, 2016) stated that victims of impolite behavior at work (workplace incivility) tend to consider leaving the organization or resigning (turnover intention).

### **Job Burnout against Turnover Intention**

The significance value of job burnout (X2) is  $0.000 < 0.05$ . So it can be concluded that there is a significant direct effect of job burnout (X2) on turnover intention (Y). There is a positive and significant relationship between job burnout and turnover intention, meaning that the job burnout variable is a variable that really affects changes in the turnover intention variable. Or in other words, every increase in the job burnout variable can increase the turnover intention variable.

The results of this study can be interpreted that the higher the employee feels tired at work, the higher the possibility of a person to intend to leave (turnover intention). If you look at the case in the results of this study, employees of heavy equipment operator PT. Kaltim Prima Coal has a heavy workload and high work intensity, causing boredom to intend to leave the company. In addition, when employees of heavy equipment operators are unable to meet the demands of work, lack of time to complete work and lack of facility support in carrying out work tasks can trigger job burnout.

The results of this study are supported by the results of research conducted by (Lu & Gursoy, 2016), which state that there is a positive influence between job burnout on turnover intention. The research conducted by ((Parker & Kohlmeyer, 2005) shows people who feel the organization where they work is unfair have the intention to leave the organization. It can be concluded that a high level of job burnout can increase employee turnover intention, and vice versa, a low level of job burnout can reduce turnover intention.

### **Work Engagement against Turnover Intention**

The significance value of work engagement (Z) is  $0.267 > 0.05$ . So it can be concluded that there is no significant direct effect of work engagement (Z) on turnover intention (Y).

There is no significant relationship between work engagement and turnover intention, meaning that the work engagement variable is not the only variable that affects changes in the turnover intention variable; it could be other variables outside the study. If it is related to the respondents in this study, it can be explained that employees who experience work engagement will definitely affect their psychological character; employees become more confident and optimistic in doing and carrying out their work. Work engagement encourages employees to optimize all their potential in completing work and still want to join the organization that has been undertaken.

Results This study shows that employees of coal mining operators PT. Kaltim Prima Coal has fulfilled their daily needs through every facility provided by the company; this is what can increase employee enthusiasm, dedication and absorption so that heavy equipment operator employees do not think about leaving their jobs.

The results of this study are supported by the results of research conducted by (Vellya et al., 2020) and (Agarwal & Gupta, 2018), which stated that there was no effect on work engagement on turnover intention. In other words, the higher the work engagement, the lower the turnover intention. Employees who are tied to work will affect the psychological character of the employee, for example, self-confidence and optimism; this will encourage employee satisfaction and result in low turnover intention (Karanika-Murray et al., 2015). Work engagement is a factor that has the potential to cause turnover intention (De Klerk & Stander, 2014). (W. Schaufeli & Salanova, 2011) explained that work engagement is an incentive structure which means being in a positive state related to happiness at work, full of enthusiasm and a strong attachment to work, it can be seen the importance of the ability of employees to manage their own stress and increase work involvement to avoid the possibility of turnover intention occurring. (Baumruk, 2006) stated that the higher the work engagement, the lower employee turnover would be, and this can help the organization achieve better performance.

### **The effect of workplace incivility (X1) through work engagement (Z) on turnover intention (Y)**

Based on the results, the coefficient of indirect influence is 0.005, and the significance level is 0.345, which means that there is no significant indirect influence on workplace incivility (X1) through work engagement (Z) on turnover intention (Y). Referring to in research (Beattie & Griffin, 2014; Reio & Sanders-Reio, 2011; Tricahyadinata et al., 2020), workplace incivility is a contradictory form of good social relations in an organization and can have implications for low levels of work engagement. Furthermore, research conducted by (Agarwal & Gupta, 2018; Oliveira & Rocha, 2017) the high the intensity of work engagement, the lower the intention to resign (turnover intention). However, the results of this study with the object of PT Kaltim Prima Coal employees indicate that work engagement is not able to mediate the effect of workplace incivility on turnover intention. This can be natural because the respondents in this study are operational employees, heavy equipment operators whose performance is measured in quantity, the output of work is more individuals associated with targets, high and low perceptions of workplace incivility, work engagement, and turnover intention, the three are not correlated with each other.

### **The effect of job burnout (X2) through work engagement (Z) on turnover intention (Y)**

There is a direct effect given by job burnout on significant turnover intention, while the indirect effect of job burnout through work engagement on turnover intention has a significant level of  $0.284 > 0.05$ . This shows that work engagement is not able to mediate the effect of job burnout on turnover intention.

High and low perceptions of job burnout can be due to work environment factors, or individual factors can directly affect work engagement or turnover intention. However, for the case of field operations employees, work engagement does not directly affect turnover intention, and work engagement also cannot mediate the effect of job burnout on turnover intention.

## **V. CONCLUSIONS AND SUGGESTIONS**

Some things that can be concluded from the results of the discussion about the effect of workplace incivility, job burnout, and work engagement on the turnover intention with the object of research of PT Kaltim Prima Coal employees are as follows:

1. workplace incivility direct and significant effect on employee turnover intention.
2. Job burnout There is a significant direct effect on employee turnover intention.
3. The direct effect of work engagement on employee turnover intention has no significant effect.
4. The effect of workplace incivility through work engagement on employee turnover intention is not significant. Thus it can be said that work engagement is not able to mediate the effect of workplace incivility on employee turnover intention.
5. The effect of job burnout through work engagement on employee turnover intention is not significant. Thus it can be said that work engagement cannot mediate the effect of job burnout on employee turnover intention.

### **5.2. Suggestions and Recommendations**

Based on the results of research that tested the effect of workplace incivility, job burnout, and work engagement on the turnover intention, with the object of research being PT Kaltim Prima Coal employees, some suggestions and recommendations are as follows:

1. Job burnout is important to get the company's attention because both variables can directly affect employee turnover intention.
2. Workplace incivility is also important to get the company's attention because these two variables can directly affect employee turnover intention.
3. Although job burnout and work incivility directly affect employee turnover intention, the results in this study indicate that the model's ability to explain variations in the dependent variable is relatively low, so further research is needed to determine other variables that affect employee turnover.

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