

Emotional intelligence on burnout: the mediating role of work – life balance

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ARTICLE INFO	ABSTRACT
Received 13 October 2022 Accepted 18 November 2022 Published 8 December 2022 Keywords: Burnout, Emotional Intelligence, Work – Life Balance	The purpose of this study was to analyze the effect of emotional intelligence on burnout in the area of PT Pegadian (Persero) Padang through work-life balance as a mediator. The population of this study were 43 people, with all employees in PT Pegadaian (Persero) Area Padang. The sample size for this study was determined using a total sampling appropriate to a population of 43 people. The analytical method used in this research is using SEM analysis with SmartPLS 3. The results of this study indicate that there are: Emotional intelligence has a negative significant effect on burnout. Emotional intelligence has a positive significant effect on work-life balance. Work-life balance has a negative significant effect on burnout. Emotional intelligence has a significant effect on burnout through a balance between work and life as a mediator.

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INTRODUCTION

Human resources is one the important factors that must be managed, directed and fostered properly in order to carry out their duties and functions as expected, so that company goals can be achieved properly (Pamungkas & Setiono, 2017). To achieve company goals, every employee in their duties is required to be able to work as maximal as possible so that they are able to become professional employees. If you are unable to meet the expectations and demands of the workplace, it will have an impact on the physical and mental health of the employee. Everyone in a position and situation at work will be under pressure from the organization. The pressure given by work can cause work fatigue in a person. In this case, work fatigue is prone to Burnout.

Burnout is a psychological syndrome associated with mental exhaustion, loss of commitment and decreased employee motivation towards themselves (Kelly et al., 2020). Xiaoming et al. (2014) Defined burnout to be a developmental process that refers to frustration & emotional changes in employees. The main cause of burnout is due to fatigue and work stress that is prolonged and exceeds its capacity. Burnout also affects physical, mental and emotional decline and poor employee performance towards the company or organization (Shanafelt et al., 2015). Considering the importance of Burnout for further research, various studies have been conducted to investigate the factors that can influence Burnout. Based on the researcher's exploration, there are several studies that link internal factors with Burnout tendencies. Mustafa et al. (2016) examined the relationship between emotional, emotional work, and burnout among Malaysian HR professional. Choi et al. (2019)

examined the understanding of emotional emotions, emotional work, related stress, coping skills, and burnout by frontline hotel workers. and Szczygiel & Mikolajczak (2018) Emotional intelligence reduces the negative emotional effects of job burnout in Nursing.

This survey was conducted on employees of PT Pegadaian (Persero) Area Padang. PT Pegadaian (Persero) Area Padang is one of the Badan Usaha Milik Negara (BUMN) which is a non-banking financial institution that has the function of distributing pawn-based and fiduciary loans to the public. PT Pegadaian (Persero) is a company that cares about progress and improvement, making it the best pawn company in Indonesia. PT Pegadaian (Persero) believes that the company will grow on the foundation of a stronger and more modern organization. The cause of the growth and development of a company is the existence of goals to be achieved, creating work targets that must be achieved by each individual within the company and the existence of implementation limits within a certain period of time and this can trigger Burnout.

Every employee can experience pressure in the workplace caused by various external factors. This happens because everyone has different personal characteristics. Therefore, research on the factors that influence Burnout needs to be done on internal factors, namely factors that exist within a person, one of which is Emotional Intelligence. According to Sanjaya (2012), the Emotional Intelligence possessed by individuals makes them able to reduce the occurrence of Burnout. Hakkak et al., (2015) also suggest that good Emotional Intelligence shapes individuals to have a better perception of the conditions they face.

Emotional intelligence is the ability to emotionally understand other people's emotions, be agile, and deal with them in a positive and productive way (Auda, 2016). Other researchers who contributed to the popularization of Emotional Intelligence are Seyal & Afzaal (2013), this research shows the compatibility between Emotional Intelligence of individuals and the organization they are in such as emotions can increase productivity, innovation, individual performance, teams and even organizations.

In achieving company goals in today's era of globalization, technological developments provide opportunities to keep in touch with colleagues and discuss their work even when they are not in the office and work gradually, work into personal time and bedtime even on holidays. If work has interfered with or entered the employee's personal life, indirectly their Work – Life Balance will be disrupted. Work – Life Balance is an important factor for all employees so that they have a balanced quality in their personal affairs as well as in their work. It is undeniable that to achieve this balance is not easy, there are various things that can disrupt the balance, one of which can arise is fatigue (Burnout) (Darmawan et al., 2015). The results of research by Junaidin et al., (2019) show that Work - Life Balance is negatively related to Burnout, meaning that if Work - Life Balance is higher, Burnout will be lower and if Work - Life Balance is lower, Burnout will be higher. Similar to the results of research by Devi & Nagini (2013), ; Grobler & Grobler (2019) investigated the effect of work-life balance and work locus of control on Burnout and Umene-Nakano et al. (2013) in the results of their research, it is known that Work-Life Balance is negatively related to Burnout.

LITERATURE REVIEW

Burnout

Burnout is a psychological syndrome that is associated with mental fatigue, loss of commitment and decreased employee motivation towards themselves (Kelly et al., 2020). According to Priyantika (2018), Burnout is an emotional stress experienced by employees when carrying out work activities caused by feeling bored, hopeless and bored. Employees who experience burnout have a desire to leave their jobs because they are no longer enthusiastic and pessimistic about their work. Nugroho et al. (2016) defined Burnout is a psychological syndrome caused by mental, physical, and emotional malaise, which is thought to cause job abandonment and decreased productivity. Kusumawati &

Dewi (2021) defined burnout is physical, mental and emotional lethargy occurs as a result of prolonged stress and is associated with high emotional levels. Muhdiyanto & Mranani (2018) define Burnout as physical and non-physical fatigue caused by long-term stress and requires high emotional involvement.

There are three indicators contained in Burnout (Maslach & Leiter (2016) : Emotional Exhaustion, Cynicism, and Inefficacy.

Emotional Intelligence

John Mayer of the University of New Hampshire in 1990 described the emotional qualities that may be critical to success (Thaib, 2013). Emotional intelligence is the motivation to motivate oneself in dealing with frustration, controlling impulses, not being overly excited, adjusting moods, managing stress, thinking, and empathize (Goleman, 2020). Grandey & Gabriel (2015) define emotional intelligence is a set of mutually supportive abilities and skills to understand and express emotions, generate emotions that support thoughts, understand emotions, control emotions, and support intellectual growth. Emotional Intelligence improves individual and organizational performance so that it has an important role in the work and relations of employees within the organization (Shylaja & Prasad, 2017).

Goleman (2020) explains that there are five dimensions of emotional intelligence, as follows : Self Awareness, Emotional Regulation, Self Motivation, Social Awareness and Social Skills

Work – Life Balance

Delecta in Qodrizana & Al Musadieq (2018) defines work-life balance as the ability to work at work and fulfill personal and other responsibilities outside of work. Another explanation, according to. Another explanation of Work – Life Balance by Purohit (2013) a term used to describe work practices that aim to support the need to balance personal life and work needs.

According to Fisher et al., in Adiningtiyas & Mardhatillah (2016) there are four indicators forming work-life balance, namely: work interference with personal life, personal life interference with work, personal life enhancement of work and work enhancement of personal life.

CONCEPTUAL FRAMEWORK

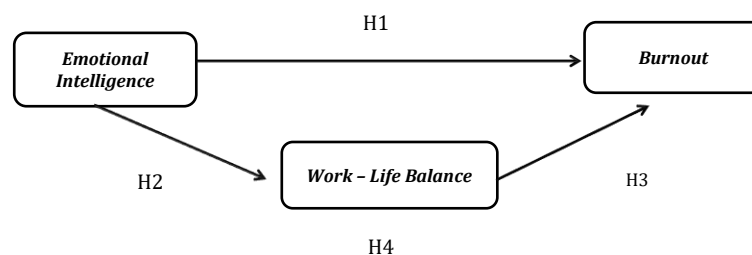


Figure 1. Conceptual Framework

Research Hypothesis :

There are four hypothesis based on the literature review and the figure above, the hypothesis for this research can be defined as:

- H1 :Emotional intelligence has a significant and negative effect on burnout on Employees of PT Pegadaian (Persero) Area Padang.
- H2 :Emotional Intelligence has a significant and positive effect on work – life balance on employees of PT Pegadaian (Persero) Area Padang.
- H3 :Work – Life Balance has a negative and significant effect on Burnout on Employees PT Pegadaian (Persero) Area Padang.

H4 : Emotional intelligence has a significant effect on burnout on employees PT Pegadaian (Persero) Area Padang with Work – Life Balance as mediator.

METHOD

This study uses a quantitative design using a survey strategy using a questionnaire. This research is classified as a causative descriptive research. The population in this study is all employees who worked at PT Pegadaian (Persero) Area Padang. In this study, sampling was carried out using a total sampling technique. Based on this opinion, the sample in this study is 43 employees of PT Pegadaian (Persero) Area Padang. Data collection in this study used a questionnaire with a Likert scale followed by analysis using Structural Equation Modeling (SEM) using SmartPLS 3.0.

RESULT AND DISCUSSION

Respondent Description

The characteristics of these respondents were based on gender, age, marital history, last education and work experience. This can be seen from the gender characteristics of the respondents that dominated respondent are female 27 people (62.8%) and male 16 people (37.2%). From this, we can conclude that female employees dominate the respondents' characteristics by gender.

Most of the respondents who answered this survey were employees aged over 50 years, as many as 10 people (23.25%). It can be seen that the characteristics of employees by age are mostly over 50 years old . We also know that the characteristics of the respondents are dominated by married workers as many as 35 people (81.4%).

Most respondents with educational background have a bachelor's degree as many as 26 people (60.4%) Most of the respondents had 6-10 years of service, up to 12 people (27.91%). From this it can be said that the characteristics of the respondents in the working period of 6-10 years.

Validity Test Results

To test the validity of the construct using dimensional reflection, this can be confirmed by the correlation between dimensions and configuration. If the correlation values for the individual dimensions are greater than 0.70, they are considered valid. However, looking at the output of the dimension-construction correlation, a load of 0.50 to 0.60 is still acceptable (Sugiyono, 2018). The results of the validity analysis are presented in the table below:

Table 1 . Validity Analysis Result

Variable	AVE
Burnout	0.570
Emotional Intelligence	0.509
Work-Life Balance	0.565

Source: SmartPLS processing results (2022)

Because the variable AVE value meets all requirements ($AVE > 0.5$), the indicators in this study can be explained as valid fulfill the convergence effect as measured by outer loading and AVE value.

Reliability Test

This test is done by checking the composite reliability of the dimension block that measures the configuration. Positive results indicate a value that meets that is above 0.7 (Ghozali, 2014:65). Combined reliability results for the SmartPLS output are as follows:

Table 2. Reliability Analysis Result

Variable	Composite Reliability
Burnout	0.945
Emotional Intelligence	0.949
Work-Life Balance	0.940

Source: SmartPLS processing results (2022)

From the table, it can be seen that composite reliability value . 0.7 that means the variables used meet the requirements and reliable.

R-Square

Inner model test or structural model test to confirm the relationship between the research structure model, significance value, and coefficient of determination. If the combined confidence score is greater than 0.60, the configuration is declared reliable (Ghozali, 2014:41).

Table 1. R Square Analysis Result

Variable	R Square
Bunout	0.862
Work-Life Balance	0.782

Source: SmartPLS processing results (2022)

Table 3 shows the R - Square value for burnout obtained at 0.862. This result shows 86.2%. Fatigue can be affected by emotional intelligence. While the variable Work-Life Balance is 0.782. These results indicate that 78.2% of the work - life balance and emotional intelligence variables can be affected by the burnout variable.

Hypothesis

Direct Effect Hypothesis

In order to know the direct effect hypothesis test is done by testing the statistic generated by the structural model (inner model) (Sugiyono, 2018). If t-statistic > 1.96 then the research hypothesis can be accepted. The following are the results of the direct impact hypothesis test:

Table 4. Inner Model Analysis Result

	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emoional intelligence > Burnout	-0..624	-0.637	0.130	4.739	0.000
Emotional intelligence > Work – life balance	0.887	0.895	0.029	30,589	0.000
Work – life balance > Burnout	-0.333	-0.321	0.143	2,324	0.021

Source: SmartPLS processing results (2022)

1. Emotional intelligence has a negative significant effect on burnout. The path coefficient value is -0.624, t-statistic >1.96 which is 4.739 and means the hypothesis is accepted.
2. Emotional intelligence has a positive and significant effect on work – life balance. The path coefficient is 0.887, t-statistic > 1.96, which is 30.589 and means the hypothesis is accepted.
3. Work-life balance has a negative significant effect on burnout. The path coefficient is -0.333 and t –statistic is 2.324, which means that hypothesis is accepted.

Indirect Effect Hypothesis

The indirect effect hypothesis can be accepted if t-statistic > 1.96 is obtained.

Table 2. Indirect Effect Hypothesis Resul (Outer Model)

	Original Sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T-Statistic (O/STDEV)
Emotional Intelligence > Work-Life Balance > Burnout	-0.295	-0.286	0.127	2.318

Source: SmartPLS processing results (2022)

Emotional intelligence has negative effect on burnout through work-life balance. Path coefficient -0.295, t-statistic > 1.96, t-statistic 2,318. This means that the hypothesis is accepted.

CONCLUSION

Based on the analysis and discussion, then it can be conclude that:

1. There is a negative significant effect between emotional intelligence and burnout on employees of PT Pegadaian (Persero) Area Padang.
2. There is a positive significant effect between emotional intelligence and work-life balance on employees of PT Pegadaian (Persero) Area Padang.
3. There is negative significant effect between work-life balance and burnout on employees of PT Pegadaian (Persero) Area Padang.
4. There is a negative and significant effect between emotional intelligence on employee burnout through work-life balance as a mediator on employees of PT Pegadaian (Persero) Area Padang.

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