


The Effect of Emotional Intelligence on Burnout with Job Stress As a Mediating Variable in Employees of the Bank Nagari Cabang Pulau Punjung

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ARTICLE INFO	ABSTRACT
<p>Received 7 April 2025 Accepted 9 May 2025 Published 30 June 2025</p> <p>Keywords: <i>Emotional intelligence, Burnout, Job stress</i></p>	<p><i>This study aims to analyze the effect of emotional intelligence on burnout with job stress as a mediating variable in employees of Bank Nagari Cabang Pulau Punjung. This research uses a quantitative approach with a causal research type. The population in this study included all 47 employees of Bank Nagari Cabang Pulau Punjung. The sampling technique used the total sampling method, and data collection was carried out through distributing closed questionnaires with a Likert scale. The data analysis technique was carried out with a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) using SmartPLS 4 software. This study implies that job stress management is an important factor in efforts to reduce the risk of burnout in employees. In addition, although emotional intelligence plays an important role in managing emotions and work pressure, it does not necessarily reduce burnout without adequate management of job stress. Therefore, it is important for organizations to develop job stress management strategies and emotional intelligence training on an ongoing basis to maintain employee well-being.</i></p>
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INTRODUCTION

Burnout is a condition of emotional exhaustion that arises from prolonged work pressure. This condition is characterized by physical and mental fatigue, as well as decreased work motivation and a sense of self-achievement. This phenomenon describes changes in individual behavior in response to job demands and the emergence of frustration due to lack of appreciation for work results (Alfajar & Hidayati, 2022; Christiana et al., 2019)

A report from the Health and Safety Executive (HSE) in 2023 recorded 875 thousand cases of burnout which caused a loss of 17.1 million working days. In addition, a Gallup survey (2022) in Southeast Asia reported that 20% of workers experience high emotional distress at work. According to WHO (2020), burnout is classified as an occupational phenomenon that is closely related to work pressure that is not managed properly and has the potential to cause mental disorders such as depression.

Burnout is a serious problem in the banking sector, which is known for its high work rhythm, pressing targets, and high intensity of social interaction. Previous studies have revealed that burnout can be triggered by work overload, lack of social support, and a disconnect between work demands

and resources (Bakker & Costa, 2014; Kim et al., 2021). This has a direct impact on job satisfaction, productivity, and increases the risk of employee turnover.

One factor believed to reduce the risk of burnout is emotional intelligence, which is an individual's ability to understand, manage, and respond to their own emotions and those of others (Goleman & Cherniss, 2024). Emotional intelligence helps individuals remain calm in the face of pressure, increases empathy, and encourages the use of adaptive coping strategies. Previous research has shown that individuals with high emotional intelligence tend to be more resilient to work-related stress (Wen et al., 2019; Barari & Jamshidi, 2015).

However, job stress remains the primary risk factor that can exacerbate burnout. Job stress refers to an individual's reaction to work-related pressure that exceeds their capacity to handle it. In this context, job stress can act as a mediating variable between emotional intelligence and burnout, where emotional intelligence plays a role in suppressing the emergence of job stress, ultimately reducing the risk of burnout (Maslach & Leiter, 2016; Choi et al., 2019)

This study was conducted among employees of Bank Nagari Cabang Pulau Punjung, Kabupaten Dharmasraya, which is part of a strategic regional development bank in West Sumatra. Regional bank employees face challenges such as high target pressures, intensive customer service, and heavy workloads. Therefore, this study aims to analyze the influence of emotional intelligence on burnout with job stress as a mediating variable. The results are expected to contribute to more effective human resource management in the context of regional banking.

LITERATURE REVIEW

Burnout

Burnout is a psychological condition resulting from prolonged work stress, characterized by emotional exhaustion, depersonalization, and reduced self-achievement (Maslach et al., 2000; Bakker & Costa, 2014). Individuals who are unable to manage stress effectively, especially in high-demand work environments, are more susceptible to burnout. Symptoms include chronic fatigue, depression, anxiety, and decreased motivation and work productivity (Taris & Schreurs, 2009; Grobler & Grobler, 2019).

Burnout directly impacts decreased performance and increased turnover risk. Employees in the service sector, who are required to maintain a positive emotional demeanor, face a higher risk of burnout, especially if they lack good emotional regulation skills (Khajepour et al., 2012). Therefore, burnout is not only an individual issue but also a challenge for organizations.

Emotional Intelligence

Emotional intelligence is an individual's ability to recognize, understand, and manage their own emotions and those of others effectively. Goleman (2015) states that emotional intelligence includes the capacity to motivate oneself, manage stress, and maintain emotional balance in difficult situations. This intelligence enables a person to remain clear-headed, empathetic, and adaptable in the workplace (Saptoto, 2023).

Introduced by Salovey and Mayer (1990), emotional intelligence is now recognized as a key factor in supporting workplace success. (Grandey & Gabriel, 2015) describe emotional intelligence as a set of skills that aid decision-making and interpersonal relationship management. Emotional intelligence can be developed and has been proven to enhance work effectiveness, satisfaction, and the quality of inter-employee relationships (Shylaja & Prasad, 2017; Nauli & Eva, 2013).

Job Stress

Job stress is a response to work pressure that exceeds an individual's ability to cope with it. This condition arises due to an imbalance between high job demands and available resources, such as control and social support (Monica et al., 2019). Sunny Hu & Cheng (2010) state that job stress can significantly affect psychological functioning and work performance.

According to the Job Demands-Resources (JD-R) theory, job stress occurs when work demands are not balanced with adequate resources (Bakker & Demerouti, 2013). Symptoms include physical fatigue, anxiety, depression, and dysfunctional behaviors such as absenteeism and reduced

productivity. If not managed, job stress can trigger burnout and have a negative impact on individual and organizational performance.

METHOD

This study uses a quantitative approach with a causal design that aims to determine the cause-and-effect relationship between variables. The population in this study is all 47 employees of Bank Nagari Pulau Punjung Branch, and the sampling technique used is total sampling. The research instrument consists of a closed-ended questionnaire with a five-point Likert scale, developed based on the theoretical indicators of each variable, namely emotional intelligence, job stress, and burnout.

Data collection was conducted by distributing the questionnaire directly to the respondents. The data analysis technique used was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the assistance of SmartPLS 4 software. This involved validity, reliability, R Square, and hypothesis testing. The following table shows the operational definitions of variables, measurement indicators, and measurement scales. This section contains the research design, research subjects/objects/samples, operational definitions, and measurement variables, data collection techniques/instruments, and data analysis and hypothesis testing.

RESULT AND DISCUSSION

1. Result

a. Validity Test

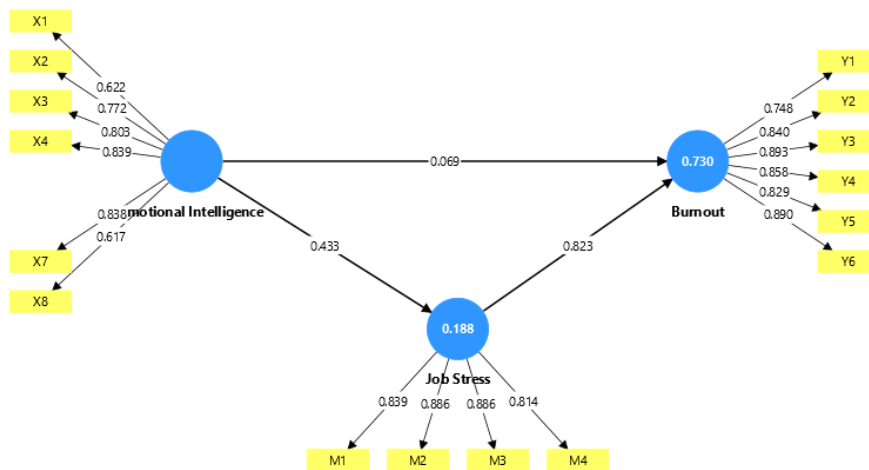


Figure 1. Outer Model (Source: Smart PLS 4)

Convergent validity was assessed by considering outer loadings and average variance extracted (AVE) values. Convergent validity was considered good if the outer loadings value was > 0.70 and the AVE value was > 0.50 (Hair et al., 2017). In this study, the test was conducted twice because there were four invalid instruments, namely X1, X5, X6, and X8, so it was necessary to re-estimate the structural model by removing these items. After re-estimation, the following are the results of the factor loading values.

Table 1. AVE Value (Sources: SmartPLS4)

Variabel	Average Variance Extracted (AVE)
Burnout	0.844
Emotional Intelligence	0.828
Job Stress	0.857

The table above shows that the AVE root value is higher than the relationship between these variables and other variables, indicating that the conditions have been met. Furthermore, the outer loading values in this study are shown in Table 5.

b. Reliability Test

The reliability test is used to measure the consistency of respondents in answering question items in the questionnaire. Reliability shows the accuracy and accuracy of a measuring instrument. The following are the results of composite reliability from the SmartPLS output.

Table 2. Reliability Test (Sources: SmartPLS4)

	Composite reliability (rho a)	Cronbach's alpha
Burnout	0.923	0.919
Emotional Intelligence	0.888	0.850
Job Stress	0.879	0.879

The table shows that the value of composite reliability and Cronbach's alpha for all constructs is above 0.7, so it can be concluded that all constructs in the estimated model are reliable or meet the criteria.

c. Inner Model Test

In the value of the model using SmartPLS, it starts by looking at the R-Square for each endogenous latent variable. This is done to see how much one variable affects another. The following are the results of the R-Square estimation using SmartPLS.

Table 3. Inner Model Test (Sources: SmartPLS 4)

	R-square
Burnout	0.732
Job Stress	0.179

The table above shows that the R-square value of the burnout variable is 0.732, indicating that 73.2% of the burnout variable can be influenced by the emotional intelligence and job stress variables as mediators. Meanwhile, the job stress variable is 0.179, indicating that 17.9% of the job stress mediator variable can be influenced by emotional intelligence.

d. Hypotesist Test

Hypothesis testing is done by comparing the T-table value with the T-statistics value generated from the bootstrapping test results in Smart-PLS.

Table 4. Hypotesist Test (Sources: SmartPLS4)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EI -> Burnout	0.083	0.096	0.100	0.837	0.403
EI -> JS	0.424	0.454	0.121	3.503	0.000
JS -> Burnout	0.817	0.802	0.096	8.514	0.000
EI -> JS -> Burnout	0.346	0.359	0.088	3.955	0.000

- 1) The results of the first hypothesis test show that the relationship between emotional intelligence and burnout has a path coefficient of 0.083 with a T-statistic value of 0.837, which is less than 1.96 and a p-value of 0.403 (greater than 0.05). Thus, hypothesis 1 shows that there is no significant effect between emotional intelligence and burnout.
- 2) The results of the second hypothesis test show that the relationship between emotional intelligence and job stress has a path coefficient of 0.424 with T-statistics of 3.503, which is greater than 1.96, and p of 0.000 (less than 0.05). Thus, hypothesis 2 shows that there is a positive and significant effect between emotional intelligence and job stress.

- 3) The results of testing the third hypothesis show that the relationship between job stress and burnout has a path coefficient of 0.817 with T-statistics of 8.514, which is greater than 1.96, and p of 0.000 (less than 0.05). Thus, hypothesis 3 shows that there is a positive and significant influence between job stress and burnout.
- 4) The results of testing the fourth hypothesis show that the relationship between emotional intelligence and burnout through job stress has a path coefficient of 0.346 with T-statistics of 3.955, which is greater than 1.96, and p of 0.000 (less than 0.05). Thus, hypothesis 4 indicates that job stress acts as a significant mediating variable in the relationship between emotional intelligence and burnout.

2. Discussion

Based on hypothesis 1 testing, it can be concluded that emotional intelligence does not have a significant effect on burnout among employees at Bank Nagari Cabang Pulau Punjung. This finding differs from previous studies by Cao et al. (2022), Olaleye (2022), Choi et al. (2019), and Dewi et al. (2019), which stated that emotional intelligence has a negative and significant effect on burnout. Employees with high levels of emotional intelligence can still experience burnout in carrying out their daily tasks. According to Bakker and Demerouti (2007) through the Job Demands-Resources theory, burnout arises due to an imbalance between work demands and available resources. Emotional intelligence is indeed important, but it is insufficient without organizational support such as workload management, reward systems, and social support in the workplace. Thus, emotional intelligence can help individuals cope with stress, but it does not always reduce burnout without effective support and stress management strategies in the workplace.

Based on hypothesis 2 testing, it can be concluded that emotional intelligence has a positive and significant effect on job stress among employees at Bank Nagari Cabang Pulau Punjung. This result contradicts the initial assumption that emotional intelligence can reduce job stress. Although descriptive analysis shows that employees' emotional intelligence is relatively high, this indicates that emotional intelligence does not necessarily reduce job stress, especially in a service-oriented work environment characterized by high social pressure and emotional demands. This phenomenon can be explained through the MBTI theory, particularly the INFJ, ISFJ, and ENFJ types, which tend to be emotionally sensitive. In the public service workplace, emotional intelligence can be a "double-edged sword" – supporting performance while also increasing vulnerability to job stress if without coping strategies and organizational support.

Based on testing hypothesis 3, it can be concluded that job stress has a positive and significant effect on burnout among employees at Bank Nagari Cabang Pulau Punjung. This finding aligns with Maslach and Leiter's (2016) theory, which states that burnout emerges as a response to excessive work pressure without adequate support or control. An imbalance between work demands and available resources can lead to emotional exhaustion, cynical attitudes, and reduced work motivation. Additionally, these results are consistent with the research of Choi et al. (2019) and Cao et al. (2022), which confirm that high work pressure, strict targets, and emotional interaction burdens in the service sector, such as banking, can increase the risk of burnout. Therefore, it is important for organizations to manage workloads, provide psychological support, and develop stress management skills to prevent burnout and maintain employee performance.

Based on the testing of hypothesis 4, Based on the results of the fourth hypothesis test, it can be concluded that job stress significantly mediates the effect of emotional intelligence on burnout among employees at Bank Nagari Cabang Pulau Punjung. This finding suggests that emotional intelligence does not directly reduce burnout, but can do so through its influence on managing the job stress experienced by employees. Theoretically, this reinforces the view that abilities such as empathy, emotional regulation, and self-awareness help individuals cope with work pressure adaptively. However, the influence of emotional intelligence on burnout will be effective if accompanied by proper stress management. These findings align with research by Olaleye (2022) and Choi et al. (2019), which show that emotional intelligence reduces burnout through job stress, especially when supported by coping strategies such as mindfulness. Therefore, organizations need

not only to enhance employees' emotional intelligence but also to build an integrated stress management system to create a work environment that supports psychological well-being.

CONCLUSION

Based on the results of the study "The Effect of Emotional Intelligence on Burnout with Job Stress As a Mediating Variable in Employees of the Bank Nagari Cabang Pulau Punjung," it can be concluded that employees need emotional intelligence skills in the workplace. This is because with emotional intelligence, employees are able to manage work pressure, adapt to job demands, and face challenges in the workplace. However, on the other hand, employees must also be able to manage the level of job stress arising from work pressure to prevent burnout. Burnout itself is a condition of emotional exhaustion that can disrupt employee performance and well-being. The results of this study prove that emotional intelligence plays a role in indirectly influencing burnout through job stress as a mediating variable. In other words, emotional intelligence does not directly reduce burnout, but it can help employees manage job stress, which ultimately prevents burnout.

The limitations of this study are that the author only researched in Bank Nagari Cabang Pulau Punjung, so the results cannot be generalized widely. Therefore, future researchers are advised to expand the scope of the study to other branches or sectors of the banking industry, and consider adding other variables such as work engagement or social support, to gain a more comprehensive understanding of the burnout phenomenon.

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