

# The Relationship Between Job Demand And Emotional Intelligence With Burnout Among Factory Employees In Jepara

Diana Tria Ningrum<sup>1\*</sup>, Nugraini Aprilia<sup>2</sup>

<sup>1,2</sup> Psychology Study Program, Faculty of Psychology, Muria Kudus University, Jawa Timur, Indonesia

\*Corresponding Author:

Email: [202160132@std.umk.ac.id](mailto:202160132@std.umk.ac.id)

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## Abstract.

*Burnout is a form of psychological distress due to prolonged stress characterized by physical, mental, and emotional exhaustion involving factors such as job demand and emotional intelligence. The purpose of this study is to analyze the relationship between job demand and emotional intelligence with burnout in factory employees in Jepara. This study uses a quantitative research method using quantitative correlation research. The data collection technique used in this study is accidental sampling with a sample of 92 factory employee respondents in Jepara. The results of the analysis that job demand has a significant effect on burnout  $p$  of 0.031 ( $p < 0.05$ ) with  $r_{xy}$  0.226. Meanwhile, emotional intelligence also has a significant effect on burnout  $p$  of 0.034 ( $p < 0.05$ ) with  $r_{xy}$  0.221. Overall, both variables contribute effectively by 7.8% to burnout. The conclusion of this study is that there is a significant relationship between job demand and emotional intelligence with burnout. This means that employees with high job demands and emotional intelligence tend to experience burnout.*

**Keywords:** Burnout; Job Demand and Emotional Intelligence.

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## I. INTRODUCTION

The role of employees is crucial to a company's success. One important aspect that needs to be considered is their performance. A company's success depends heavily on the quality of service provided to customers. Therefore, companies continually strive to improve employee performance, hoping to achieve their goals (Siagian, 2015). Employees are not merely tools for achieving company goals. They also act as planners, implementers, and controllers in the process of achieving company goals. Furthermore, because employees have thoughts, emotions, and desires that can influence work attitudes and behavior, it is important for organizations to pay attention to employee well-being. In this regard, organizations also expect employees to be willing to carry out additional tasks outside of their routine work without feeling stressed or burdened (Sonny, 2012). Each employee must meet targets in accordance with their duties and responsibilities. This situation often causes employees to work beyond normal working hours. When there is an imbalance between workload and individual abilities, it can trigger stress at work. Work that does not match an employee's capacity, coupled with a high workload and limited time, will further increase the risk of work stress (Pujiwati & Susanty, 2017). Furthermore, unfairness in the distribution of responsibilities and roles can create pressure for employees who feel unable to achieve targets, both individually and as a group. Disharmony between work demands and available resources is one cause of work stress. This can trigger negative feelings and frustration, as well as lead to pressure on work time and decreased job satisfaction (Kim et al., 2020).

Limited time to complete work tasks, coupled with high demands that must be met immediately, can create stress due to the strong desire to complete the work immediately (Putra & Mulyadi, 2010). Employees who experience high levels of stress in their jobs tend to feel emotionally exhausted and display a cynical attitude towards the tasks they perform. This condition often leads to a feeling of indifference towards work and leads to decreased performance. This condition is known as burnout. According to (Qaiser et al., 2015), work pressure can occur when someone must face two or more job demands simultaneously, where carrying out one role actually makes it difficult to carry out the other. Laeeque (2014) adds that when employees experience stress in the workplace, they struggle to meet the expectations of other roles for which they are

also responsible. The greater the workload they must bear, the greater the pressure felt. This heavy or excessive workload can trigger burnout, a condition also known as work exhaustion syndrome (Sitepu, 2013). The feeling of boredom in the work experienced by employees can impact the quality of their performance (Cherniss, 1980). One of the main factors causing burnout in employees is the large workload they receive.

Employees experiencing burnout generally exhibit symptoms such as physical and mental exhaustion, irritability, decreased productivity, and a lack of attention to themselves and those around them (Salgado, 2009). One cause of burnout is negative emotions or affect experienced by the individual. According to Safaria and Saputra (2009), negative emotions have unpleasant effects and can disrupt a person's psychological well-being. These negative emotions include feelings of disappointment, sadness, despair, frustration, anger, and even feelings of helplessness and depression. *Burnout* is a form of psychological distress resulting from prolonged stress characterized by physical, mental, and emotional exhaustion (Maslach, 2001). Burnout can also be described as a state of general exhaustion that arises from prolonged exposure to stress, especially in situations that demand high emotional involvement. According to Pines and Kafry (1978), burnout is a state in which individuals experience pressure, boredom, and dissatisfaction with work, which ultimately triggers emotional exhaustion to physical depression. Meanwhile, Maslach and Leiter (2007) describe burnout as a psychological disorder characterized by a deep sense of exhaustion, a cynical attitude towards work, and a decline in self-efficacy as a result of continuous work stress. Based on the theory of emotion proposed by Lazarus and Folkman (in Marin et al., 2014), burnout arises as a result of ineffective coping strategies, in which individuals try to protect themselves from psychological stress in the work environment. *Burnout* can cause individuals to lose direction and have difficulty meeting work demands.

Workers experiencing this condition tend to experience decreased energy and a loss of interest in their work (Rajan et al., 2015). Symptoms include emotional exhaustion, apathy, depression, irritability, and boredom. Meanwhile, physical signs of burnout can include headaches, fever, back pain, tension in the neck and shoulder muscles, frequent colds, sleep disturbances, and long-term fatigue (Dita & Muryantinah, 2014). This emotional exhaustion is also often accompanied by feelings of anxiety, cynicism, irritability, feelings of hopelessness, sadness, depression, and helplessness. Employees working in factories generally face quite high levels of work stress due to heavy physical demands, pressure from production targets, and busy work schedules. Based on the results of the author's interview with the subject with the initials MY, a 27-year-old female employee at the Jepara Regency factory who has worked for 1 year and 2 months. During her work, MY said there were things that had been burdening her for the past few months. MY explained that the work given did not match the specified time. The large amount of work received with limited time made her often feel exhausted, both physically and mentally, MY was exhausted from working on excessive targets with inappropriate time, the fatigue that MY felt to the point of making her dizzy and lacking energy, not only that, she was also unable to manage her emotions which made her rarely communicate and interact with others due to the fatigue she experienced, she was no longer able to communicate further when she finished work. Pressure from her superiors made MY feel nervous and overwhelmed to complete the tasks given, plus her coworkers could not be invited to cooperate to complete the targets, this made MY often feel tired and exhausted because the workload given was too excessive with inappropriate time, MY explained that she and her coworkers often could not achieve the targets given by the company.

MY also said that he was required to work quickly, carefully and carefully, with limited time, because of the large amount of work that had to be done, the work that MY did was very draining and emotional. MY's emotions often overflowed when he could not complete the given target. MY often went home late because he had to complete the given target, the burden of work demands that burdened MY made him rarely interact with his coworkers, because it could add to his mental burden. MY said that when the factory gave 2 hours of overtime and within 2 hours the employee could not reach the given target, the employee would not get additional overtime pay for the next hour and the employee was required to work until the given target was completed. Chasing the target made MY very stressed, because in addition to the factor of not being paid when there were overtime hours that were delayed, MY said his emotions were

unstable and sometimes MY thought about leaving. Based on the results of the author's interview with the second subject with the initials SK, a female employee who works in a factory in Jepara Regency who is 21 years old and has worked for 1 year and 8 months. At SK's place of work, she explained that her work uses a contract system, each employee is given the same target, but each employee can complete the target in a different time. During SK's work, she felt she had to work the target quickly, because if she was not fast enough, her home time would be delayed, sometimes she felt nervous, coupled with the new regulations in the factory where SK worked, namely the regulation of employees who had to work more than 9 hours which made SK work even more extra.

This happened because there was consumer interest that exceeded the usual limit, employees were required to work beyond the normal working hours, which were usually 8 hours, from then on SK worked 10 hours per day, SK explained that this happened because the factory was chasing consumer targets that had to be met. SK also said that she had experienced having to work 13 days without stopping or it could be said that in 2 weeks SK only had one day off. This did not last long, then it was replaced with a new regulation that is working for 6 days with a working time of approximately 11 hours a day. SK is required to work quickly and carefully in order to meet the targets that have been given. The work is very draining SK's energy and emotions, he really feels prolonged fatigue that happens every day, SK is very tired with excessive working hours it affects his emotions that cannot be controlled, not only that he feels unable to manage his emotions stably which results in him withdrawing from his surroundings, the fatigue experienced by SK has an impact on the targets given. Sometimes SK feels unable to achieve the targets that have been set, then he asks his friends to help him complete the targets that have been given. With the existence of these regulations makes SK become physically exhausted because he has to work for long hours, SK also does not have time with his family, not only that SK often feels stressed because of lack of rest time, SK said the work demands he experienced made him feel irritable and rarely communicate with others. SK also said the time to play with his friends has decreased because the fatigue that SK feels makes him lazy to go out and communicate with others.

Based on the results of the author's interview with the third subject with the initials AME, namely one of the male employees who works in a factory in Jepara Regency who is 22 years old and has worked for 2 years and 1 month. AME said that he works in the factory has two job demands, even though he already has his own job desk, but AME is often told by his superiors to do other jobs that are not his duties and not his job desk, because AME feels capable of doing the job AME does it because he is told by his superiors, but on the other hand AME also has a main task that is to complete the target given by the factory that must be done and completed like other employees, AME has two demands to complete the work at the same time, when AME is told by his superiors to do other tasks, AME cannot complete the main task given by the company which has become his duties and obligations, AME is not able to do two jobs at the same time, because of the two job demands AME feels exhausted and confused about which task should be completed first, at the same time. AME is required by two different superiors to complete the tasks given, often the demands given AME cannot fulfill then he is shouted at by his superiors. AME said that this makes AME that he works outside the job description and capacity of his abilities. The demands of work given by one superior to another make AME depressed and feel stressed, the pressure given to him is very draining on his emotions and thoughts, he is very devastated to have to handle the two jobs given to him, this happens repeatedly. AME feels helpless having to do two jobs at once, he feels that all the tasks given are very burdensome, he also lacks confidence that he cannot and is not capable of doing the tasks given. AME explained that his superiors did not provide the right solution when AME was doing other work, not only that, one superior with another did not provide leniency to AME.

AME is only required to be able to complete the tasks given quickly and at the same time without any leniency given by both superiors, this is very burdensome for AME and his mind, AME feels stressed by the two job demands given to him. *Job demand* is one of the main factors causing fatigue, especially when a high workload is not balanced by adequate time availability. In this situation, a strong urge to complete work first arises, even at the expense of personal interests (Casmianti et al., 2013). According to Oktarina (2017) defines job demand as a form of excessive workload and is divided into two categories: quantitative and

qualitative. Quantitative workload occurs when tasks cannot be completed due to time constraints, while qualitative workload arises when individuals feel they do not have sufficient ability to complete the work they are responsible for. *Job demand* Workload refers to the demands and workload that employees must meet, both physically and mentally, over a sustained period of time. Oktarina (2017) emphasized that this burden requires constant and intense effort, which can trigger a strong desire to complete work immediately. However, when the intensity of these demands is not commensurate with the time available, increasing pressure arises (Putra & Mulyadi, 2010). This condition can ultimately lead to both emotional and physical exhaustion and carries a high risk of employee burnout. *Job demand* Job demand is an aspect of work related to the physical, psychological, and mental demands of individuals that require additional effort to meet performance targets (Ayu et al., 2015).

There are ten indicators that describe job demand, including increased working hours, physical fatigue, an unsupportive work environment layout, pressure to complete tasks quickly, difficulty completing work, and tension in relationships with coworkers or superiors. In addition, there are also concerns about the uncertainty of future work and work roles that are considered inflexible. According to (Lee et al., 2017), increasing job demand can burden employees due to greater demands, thus requiring them to exert more effort in completing tasks. If this condition continues continuously, it has the potential to trigger burnout as a form of response to uncontrolled work pressure. In addition to external factors such as job demands, burnout is also influenced by internal aspects, one of which is emotional intelligence (EQ). Emotional intelligence is seen as an individual's ability to recognize, understand, and manage their own and others' emotions to support personal growth. Compared to cognitive intelligence, emotional intelligence is considered to have a greater contribution to achieving success in the workplace. Individuals with high levels of emotional intelligence are generally better able to adapt and cope with pressure in the workplace, thus being more protected from the risk of burnout. Therefore, emotional intelligence is a crucial factor in understanding the dynamics of burnout, especially when associated with high job demands, which often place excessive pressure on employees. Emotional intelligence is an individual's ability to recognize, understand, and manage their own and others' emotions, and to effectively utilize these emotions to guide their thoughts and behavior. This intelligence plays a crucial role in achieving work success and improving performance. Individuals with high EQ are considered more capable of coping with work pressure, being productive, responsible, and optimistic in solving problems (Sam'ani, 2008).

According to Patton (2011), emotional intelligence is the skill of using emotions appropriately to build healthy work relationships, achieve goals, and bridge the gap between knowledge and action. In the context of a highly demanding work environment, emotional intelligence is a crucial component that can protect individuals from emotional exhaustion or burnout. Based on research conducted by Akbar (2013) stated that emotional intelligence enables individuals to understand and manage the various emotions they experience, including stress arising from work. This ability is important because it can help individuals respond more adaptively to work stress. In line with this, Goleman (2009) emphasized that emotional intelligence makes a significant contribution to employees, especially in dealing with the pressures inherent in the work environment. Thus, emotional intelligence is a crucial factor in preventing burnout due to high workloads. This is in line with the International Journal of Evaluation and Research in Education (IJERE) study by Ravi Kant and Amit Shanker (2021) entitled "Relationship between emotional intelligence and burnout: An empirical investigation of teacher educators," which showed a significant negative relationship between emotional intelligence and burnout in teacher educators. Another study conducted by Cyntia and Mega (2021) entitled "Burnout, Emotional Intelligence, and Work-Life Balance among Textile Company Employees in West Sumatra" showed that emotional intelligence has a negative and significant effect on burnout. This means that the higher the emotional intelligence, the lower the burnout in employees. This study uses the Goal Setting Theory proposed by Edwin Locke and Latham (2002).

This theory is part of motivational theory that emphasizes the importance of goals in driving individual behavior. Goals are understood as desired states or visions of the future to be achieved, and are believed to be the primary drivers of action. As explained by Locke and Latham (1991), this theory illustrates how individuals are motivated to have, choose, and strive to achieve these goals. In a work

context, clarity and achievement of meaningful goals can be a motivator and also have the potential to prevent burnout that may arise from a lack of direction or meaning in work. One important element in Goal Setting Theory is the level of difficulty of the goals set. Goals with a low level of difficulty tend to be perceived by individuals as routine and easily achievable, thus not posing a significant challenge. This condition has the potential to reduce the drive to innovate and develop personal competencies. Conversely, when goals have a higher level of difficulty but are still realistic, individuals will be encouraged to find appropriate achievement strategies. This achievement process can ultimately encourage creativity and develop individual abilities to face challenges and achieve optimal performance.

## II. METHODS

The data collection technique that will be used in this research is the accidental sampling technique. In this study, the subjects used were operational employees of a factory in the Jepara area, who were met by chance by the researcher and were willing to fill out the questionnaire. The data collection technique that will be used in this research is the accidental sampling technique. The sample size was determined using the G\*Power version 3.1 application, taking into account the alpha error probability, effect size, power, and number of predictors. The researcher set the alpha error probability at 0.01. The effect size was calculated based on the R Square value from previous studies, namely Samantha (2024) with an R Square of 0.197 and Aiva (2020) with an R Square of 0.358. Based on this analysis, the effect size was obtained at 0.2004413. The power used in this study was set at 0.9. Based on the analysis, a minimum sample size of 92 participants was obtained. The researchers decided to take a minimum sample size of 92 participants. The data collection method in this study was conducted through the use of a scale as the primary instrument.

There are two types of items in this research scale: favorable items, which are statements that support the construct being studied, and unfavorable items, which are statements that do not support the construct. In this study, the author used three scales namely the burnout scale, emotional intelligence scale, and job demand scale. In this study, hypothesis testing was conducted using two-predictor regression analysis and product moment correlation techniques, which aimed to see the relationship between the variables studied. Two predictor regression analysis is used to find the relationship between X1 (Job Demand) and X2 (Emotional Intelligence) with Y (Burnout) with the statistical package for social sciences (SPSS) 15.0 for Windows program. The product moment is used to find the relationship between the independent variable and the dependent variable, namely finding the relationship between X1 (Job Demand) with Y (Burnout) and finding the relationship between X2 (Emotional Intelligence) with Y (Burnout).

## III. RESULTS AND DISCUSSION

### Results

#### Description of Research Participants

The research participants were 92 employees working in the Jepara area. The following is a description of the participants in this study:

#### 1. Gender

Data description based on gender, as follows:

**Table 1.** Data Description Based on Gender

Gender	Frequency	Presentation
Man	48	52.2%
Woman	44	47.8%
Total	92	100%

#### 2. Age

Data description based on age, as follows:

**Table 2.** Data Description Based on Age

Age	Frequency	Presentation
17	1	1.1%



19	2	2.2%
20	4	4.3%
21	9	9.8%
22	25	27.2%
23	13	14.1%
24	6	6.5%
25	14	15.2%
26	5	5.4%
27	4	4.3%
28	2	2.2%
29	4	4.3%
30	2	2.2%
34	1	1.1%
Total	92	100%

### 3. Years of service

Data description based on length of service as follows:

**Table 3.** Table of Work Period Range

Years of service	Frequency	Presentation
< 1 Year	13	14.1%
1-2 Years	54	58.6%
> 2 Years	25	27.3%
Total	92	100%

### Research Data Description

*Descriptive statistics* in the normality test using SPSS (Statistical Package for the Social Sciences) version 15.0 for Windows. can be seen in the following table:

**Table 4.** Descriptive Statistics Table

	N	Mean	Standard Deviation	Minimum	Maximum
<i>Job Demand</i>	92	119.80	10,228	86	138
Emotional Intelligence	92	97.29	17,582	38	135
Burnout	92	112.48	9,969	87	131

### 1. Job Demand Data Category

The results of the distribution of the job demand scale among 92 respondents obtained an Empirical Mean of 119.80 with a Standard Deviation of 10.228 as follows:

**Table 5.** Job Demand Data Category Results

Category	Frequency	Presentation
Very high	22	24%
Tall	39	42%
Currently	12	13%
Low	2	2%
Very Low	17	19%
Amount	92	100%

### 2. Emotional Intelligence Data Categories

The results of the distribution of the emotional intelligence scale in 92 respondents obtained an Empirical Mean of 97.29 with a Standard Deviation of 17.582 as follows:

**Table 6.** Results of Emotional Intelligence Data Categories

Category	Frequency	Presentation
Very high	6	7%
Tall	23	25%
Currently	42	46%
Low	16	17%
Very Low	5	5%
Amount	92	100%

### 3. Burnout data categories

The results of the distribution of the burnout scale in 84 respondents obtained an Empirical Mean of 86.07 with a Standard Deviation of 13.588 as follows:

**Table 7.** Burnout Data Category Results

Category	Frequency	Presentation
Very high	3	3%
Tall	38	41%
Currently	29	32%
Low	10	11%
Very Low	12	13%
Amount	92	100%

Based on the results of the research data categorization, it was found that the majority of participants experienced job demands in the high category, namely 42% (39 people), followed by the very high category at 24% (22 people). In the emotional intelligence variable, the majority of participants were in the medium category at 46% (42 people), followed by the high category at 25% (23 people). Meanwhile, for the burnout variable, the majority of participants were in the high category at 41% (38 people), followed by the medium category at 32% (29 people).

#### Assumption Test

##### 1. Normality test

**Table 8.** Normality Test Results Table

No	Variables	K-SZ	p(0.05)	Information
1	Job demand	0.580	0.890	Normally distributed
2	Emotional intelligence	0.959	0.316	Normally distributed
3	<i>Burnout</i>	1,166	0.166	Normally distributed

This normality test was conducted to determine whether the data in the study had a normal distribution or not. The normality test was used to examine data from three variables: burnout, job demand, and emotional intelligence in employees working in the Jepara area. The test was conducted using the SPSS (Statistical Package for the Social Sciences) version 15.0 for Windows program using the Kolmogorov-Smirnov Test method through an asymptotic approach. Data is said to be normally distributed if the significance value (p) is greater than 0.05 ( $p > 0.05$ ). The results of the normality test on the job demand variable showed a significance value (p) of 0.580 and a K-SZ value of 0.890. Because the p-value is greater than 0.05, the data on the dual role conflict variable is declared normally distributed. Furthermore, the emotional intelligence variable obtained a significance value of 0.959 and a K-SZ value of 0.316. Because the p-value is greater than 0.05, the data on this variable is also normally distributed. Similarly, the Burnout variable showed a significance value of 1.116 and a K-SZ value of 0.166. Because the p-value is greater than 0.05, the data on this variable is also normally distributed. Thus, the three variables in this study have a normal data distribution.

##### 2. Linearity Test

After the normality test, the next step in the correlation technique is to test the linearity of the relationship. The results of the linearity test can be seen in the following table:

**Table 9.** Results of Linearity Test Between Job Demand and Burnout

Variables	F	Sig (p)	Information
<i>Job demand</i> with Burnout	1,170	0.296	Linear

The results of the linearity test above demonstrate a correlation between job demand and burnout. This is demonstrated by the linear F-value of 1.170 and a p-value of 0.296 ( $p > 0.05$ ). These figures indicate a linear relationship.

**Table 10.** Results of the Linearity Test Between Emotional Intelligence and Burnout

Variables	F	Sig (p)	Information
Emotional Intelligence with Burnout	1,472	0.099	Linear

The results of the linearity test above demonstrate a correlation between emotional intelligence and burnout. This is demonstrated by the linear F-value of 1.472 and a p-value of 0.099 ( $p > 0.05$ ). These figures indicate a linear relationship.

## Hypothesis Testing

### 1. Major Hypothesis Test

Testing of the major hypothesis in this study was carried out with the help of SPSS calculations. (Statistical Package for the Social Sciences) version 15.0 for Windows with the correlation technique of two predictor regression analysis, the results are as follows:

**Table 11.** Regression Test Results Table

Model	R	R <sup>2</sup>	Adjusted R Squared	Standard Error of the Estimate	F	Sig (p)
1 regression	0.279	0.078	0.057	9,680	3,755	0.027

Based on the results of the regression test, the p result was 0.027 ( $p < 0.05$ ) with  $r_{x1y}$  of 0.279, indicating a significant relationship between X1 (job demand) and X2 (emotional intelligence) with Y (burnout), so that the hypothesis stating that there is a relationship between job demand and emotional intelligence on burnout in employees who work is accepted with an effective contribution of 7.8%.

### 2. Minor Hypothesis Test

- a. To test the hypothesis between job demand and burnout using SPSS (Statistical Package for the Social Sciences) version 15.0 for Windows with product moment analysis, with the following results:

**Table 12.** Minor Hypothesis Table 1

Variables	R	Sig (p)
<i>Job demand* Burnout</i>	0.226	0.031

Based on the results of the product moment test on the Job demand (X1) variable with Burnout (Y), the p-value was 0.031 ( $p < 0.05$ ) with  $r_{x1y}$  0.226 indicating a relationship between Job demand (X1) and Burnout (Y), so the hypothesis stating a positive relationship between Job demand and Burnout. This means that the higher the job demand, the higher the burnout, and vice versa, the lower the job demand, the lower the burnout. So the hypothesis stating a positive relationship between job demand and burnout is accepted.

- b. To test the hypothesis between emotional intelligence and burnout using SPSS (Statistical Package for the Social Sciences) version 15.0 for Windows with product moment analysis, with the following results:

**Table 13.** Minor Hypothesis Table 2

Variables	R	Sig (p)
Emotional intelligence * Burnout	0.221	0.034

Based on the results of the Product Moment test on the variables of Emotional Intelligence (X2) with Burnout (Y), the p-value was 0.034 ( $p < 0.05$ ) with  $r_{x1y}$  0.221 indicating a positive relationship between emotional intelligence and burnout. This means that the higher the emotional intelligence, the higher the burnout, and vice versa, the lower the emotional intelligence, the lower the burnout. Therefore, the hypothesis stating a positive relationship between job demand and burnout is rejected.

## Discussion

This study was conducted to determine the relationship between job demand and emotional intelligence with burnout among employees in the Jepara region. The results of this study indicate a relationship between job demand and emotional intelligence with burnout among employees in the Jepara region. The majority of participants were factory operators in the Jepara region. This type of work has a high workload and uncertain working hours, resulting in physical and psychological fatigue. This pressure has the potential to cause stress, which results in stress in employees. This pressure usually occurs due to fatigue from doing work with limited time. Excessive work demands with limited time can cause employees to become physically exhausted. Excessive demands can lead to burnout in employees. This indicates fatigue occurs due to job demands and a lack of emotional intelligence in employees. Based on the results of multiple regression analysis with two predictors presented in the table, it is known that there is a significant relationship between job demand and emotional intelligence with burnout in factory employees in the Jepara area. These results indicate that both predictor variables together can explain the variability of burnout by 7.8%. This study states that the higher the job demand experienced, the higher the burnout felt by factory employees. This indicates that this finding is accepted, in contrast to the higher emotional intelligence



experienced by employees, the higher the burnout, this indicates that this finding is rejected. Then, the results of the categorization based on standard deviation presented in the table show that the majority of participants are in the high to moderate burnout category.

For the job demand variable, most participants are in the high to very high category, while for the emotional intelligence variable, the majority are in the moderate to high category. This proves that pressure occurs due to excessive fatigue and a lack of emotional intelligence in employees which triggers burnout. According to Yanuar and Mulyadi (2010), excessive work demands are believed to cause burnout in employees. Pressure to complete excessive tasks within a limited time frame, as well as unsportsmanlike superiors and coworkers, can trigger stress in employees. Fox (in Love et al., 2007) stated that job demands and the work environment can trigger not only physical fatigue for employees but also psychological fatigue for employees. Superiors who place excessive demands on employees to complete assigned tasks within a limited time frame can result in both physical and psychological fatigue, often occurring simultaneously, which can trigger burnout. Excessive work demands can put pressure on employees, triggering anxiety and stress for them. Stress experienced by employees over a long period of time can trigger fatigue, both physical and mental. This condition is called burnout, which is physical, mental, and emotional exhaustion caused by stress experienced over a long period of time. This situation usually requires high emotional involvement (Leatz and Stolar, 1996). One cause of burnout in employees is an unsupportive work environment. This is a mismatch between employee expectations and what the company receives from its employees. Another factor in the emergence of burnout is excessive workload and work demands. Work demands also impact employee psychological well-being.

Excessive workloads can increase the risk of stress and depression (Anwarsyah, 2012). Stress and depression are related to an individual's low ability to cope with work demands, which is indirectly related to the level of emotional intelligence. This indicates that employees with low emotional intelligence tend to be more susceptible to stress when facing high workloads. It can be said that emotional intelligence plays a crucial role in helping employees manage and express their emotions appropriately, enabling them to collaborate effectively with others to achieve organizational goals (Aditya & Suhaeni, 2017). Without adequate emotional intelligence, employees are more susceptible to ongoing emotional stress, which can ultimately lead to burnout. Therefore, emotional intelligence can be a protective factor against the risk of burnout in the workplace. The first minor hypothesis in this study states that there is a positive correlation between job demand and burnout among factory employees in the Jepara area. Based on the analysis results presented in Table 4.15, it was found that there is a significant and unidirectional relationship between the two variables. This means that the higher the level of job demand experienced by factory employees, the higher their tendency to experience burnout. This finding is in line with research conducted by Vivia, Zamralita and Sari (2024) in a study entitled "The Role of Job Demand on Burnout in Sales Employees" which showed a positive and significant correlation between job demand and burnout. This conformity is also seen in research conducted by Winda, Arasy and Anggraini (2024) entitled "The Effect of Work-Life Balance and Job Demand on Burnout with Mental Health as a Mediating Variable at PT. Xyz". In this study, excessive workload will impact emotional and mental exhaustion and low self-esteem of employees which can trigger stress.

Thus, previous research supports the results of this study that job demand is one of the factors influencing the high tendency of burnout in employees. Job demands encompass various physical, social, and organizational aspects inherent in work activities and have the potential to cause psychological distress. When the workload is inconsistent or changes drastically, this can be a source of stress for employees (Gibson et al., 1994). This stress level will increase if employees feel uncomfortable or unable to adapt to their environment. (Kristensen et al., 2004) added that job demands often involve tasks that must be completed quickly and in large numbers simultaneously, which can increase work pressure. The characteristics of these tasks, such as the level of difficulty, working conditions, and required skills, also influence the level of perceived demands. If the workload is not balanced with good support and management, employees are at risk of experiencing both physical and psychological exhaustion. In this regard, Bakker and de Vries (2021) stated that high job demands can lead to decreased emotional energy,

weakened motivation, and decreased work performance, which are symptoms of burnout. Burnout itself, according to Gold (in Tambuwan & Sahrani, 2023), is a collection of physical and mental symptoms that arise from an individual's perception of work pressure. Therefore, if work demands are not managed properly, the potential for burnout in employees increases.

The second minor hypothesis of this study states that there is a positive relationship between emotional intelligence and burnout. Based on the analysis results in Table 4.16, it was found that there is a significant positive relationship between emotional intelligence and burnout. This means that the higher the level of emotional intelligence, the higher the burnout and vice versa, the lower the emotional intelligence, the lower the burnout. Therefore, the second minor hypothesis is rejected. This is in line with research conducted by Indra (2020) in a study entitled "The Relationship Between Work Environment Stability and Emotional Intelligence with Job Burnout at the North Sumatra State Police School," which showed a positive and significant correlation between emotional intelligence and burnout. In addition, research by Kartono and Hilmiana (2018) entitled "Job Burnout: A Mediation Between Emotional Intelligence and Turnover Intention" showed a positive and significant relationship between emotional intelligence and burnout. This means that the higher the emotional intelligence, the higher the level of burnout experienced by employees. These previous findings strengthen the results of this study, which states that increasing emotional intelligence does not always align with increasing levels of burnout in research subjects. The results of this study indicate that some respondents with high levels of emotional intelligence actually experienced high levels of burnout. This finding indicates that a person's ability to recognize, understand, and manage emotions is not always sufficient to prevent psychological exhaustion, especially in stressful work environments such as factories.

Bar On (2006) stated that emotional intelligence encompasses not only the ability to regulate one's own emotions but also the emotions of others and a sense of social responsibility. Therefore, individuals with high emotional intelligence tend to be more sensitive to conflicts between coworkers, peer pressure, or uncomfortable work environments. If this ability to understand and respond to others' emotions is not accompanied by effective coping strategies, it can actually increase psychological burdens and increase the risk of burnout. Furthermore, research by Schneider, Lyons, and Khazon (2013) also found that individuals with high levels of empathy and emotional responsibility are more susceptible to emotional exhaustion, which is one aspect of burnout. This occurs because individuals with high emotional intelligence feel responsible for helping solve others' problems, maintaining a harmonious work environment, and suppressing their own feelings to maintain good relationships in the workplace. Thus, the results of this study reinforce the view that emotional intelligence is not always a protective factor against burnout. In certain situations, aspects of emotional intelligence such as high empathy and a sense of emotional responsibility can actually increase psychological stress, especially when not balanced with the support of a healthy work environment and adequate stress management skills. Emotional intelligence is an internal factor that plays a crucial role in helping individuals cope with work pressure. Ramadhani (2022) states that emotional intelligence is a person's ability to motivate themselves, persist in the face of failure, control emotions, delay gratification, and effectively manage mental states. Furthermore, emotional intelligence also involves the ability to recognize, understand, and positively regulate feelings. Individuals with high emotional intelligence are better able to manage work pressure and are therefore less likely to experience emotional exhaustion. Suwandewi and Trianasari (2022) suggest that the ability to control emotions can help individuals face work challenges with a calmer and more peaceful feeling.

Thus, the ability to regulate emotions is one way individuals can prevent the negative impacts of excessive work pressure. Work pressure is common in the workplace, but not all individuals will experience burnout. (Corrigan et al., 1995) stated that differences in personal characteristics cause each person to have a different response to pressure. Therefore, it is important to consider internal factors such as emotional intelligence as a predictor of burnout tendencies. Ema (2004) emphasized that burnout is not only caused by external factors from the organization, but also the result of the interaction between work conditions and individual characteristics, including the ability to manage emotions. Akbar (2013) supports this view by stating that individuals with good emotional intelligence will be able to understand work pressure and

manage their emotional responses effectively. Conversely, when emotional regulation fails, employees can experience a mismatch between felt and displayed emotions, a condition called emotional dissonance (Grandey, 2013). Continuous emotional dissonance can lead to emotional exhaustion, which ultimately develops into burnout (Morris and Feldman, 1996). Therefore, emotional intelligence is an important protective factor in preventing burnout in stressful work environments. This study has several limitations that should be considered by future authors. Data collection was conducted online via a Google Form link, so respondents were limited to individuals with internet access and digital devices. Furthermore, participants came from different companies, so work policies and perceived pressures could vary significantly between individuals.

#### IV. CONCLUSION

Based on the results of data analysis in the research conducted by the author, it is known that the correlation coefficient value of  $r_{xy}$  is 0.279 with a significance level of  $p$  of 0.027 ( $p < 0.05$ ), with an effective variable contribution of 7.8%. It can be concluded that there is a significant relationship between job demand and emotional intelligence with burnout in factory employees. It is known that there is a significant positive relationship between job demand and burnout. Therefore, the hypothesis stating a positive relationship between job demand and burnout is accepted. Furthermore, it is known that there is a significant positive relationship between emotional intelligence and burnout. Therefore, the hypothesis stating a positive relationship between emotional intelligence and burnout is rejected. Job demand and emotional intelligence both show a positive relationship in this study, where the higher the job demand, the higher the burnout and the higher the emotional intelligence, the higher the burnout.

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