

The Influence of Emotional Intelligence and Work-Life Balance on Burnout

Susanti¹, Irsan Tricahyadinata², Zamruddin Hasid³

Departement Management, Faculty of Economics and Business, Mulawarman University, Indonesia

ABSTRACT : Burnout or excessive work fatigue can be a serious problem for government agencies because it can affect employee performance and productivity. Several reasons why burnout is important for government agencies. Burnout can cause a decrease in employee performance, both in terms of quality and quantity. The purpose of this study was to determine the role and influence of emotional intelligence and work-life balance on burnout in the Regional Inspectorate employees of East Kalimantan Province. The sample in this study was 38 employees with the analysis method used was PLS-SEM. The results showed that emotional intelligence has a significant negative effect on burnout but has a significant positive effect on work-life balance, while work-life balance has a significant negative effect on burnout. The source of burnout is emotional exhaustion, so it is important for individuals to have good emotional intelligence to be able to manage the emotions they feel, because emotional exhaustion is the main aspect that triggers burnout.

KEYWORDS: *Burnout; Work-life balance; Emotional intelligence.*

I. INTRODUCTION

Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment. The significance of burnout lies in its adverse impact on both employees' well-being and organizational performance. For employees, burnout can lead to a range of negative health outcomes, including physical and mental exhaustion, insomnia, and an increased risk of cardiovascular disease. It can also result in decreased job satisfaction, motivation, and productivity. For organizations, burnout can lead to increased absenteeism, turnover, and decreased overall performance.

Recent research on burnout has highlighted several critical findings. The COVID-19 pandemic has exacerbated burnout among healthcare professionals due to increased pressure and workload (Omar & Mohd Nasurdin, 2020). Organizational factors such as ineffective performance management policies, unrealistic job demands, and inter-team conflicts have been identified as significant contributors to burnout (Arrozak, 2020; Ghevira&Trinanda, 2022). Furthermore, burnout has been linked to negative physical and mental health consequences, including anxiety, depression, headaches, stomach problems, and a weakened immune system (Kelly et al., 2020). The Regional Inspectorate of East Kalimantan Province, as a government agency responsible for overseeing performance and financial management within the government, is not immune to the issue of burnout among its employees. The demanding nature of their work, coupled with the pressure to maintain integrity and accountability, can contribute to chronic stress and ultimately lead to burnout.

Emotional intelligence (EI), which refers to the ability to recognize, understand, and manage one's own emotions and the emotions of others, has been identified as a potential mitigating factor against burnout. Individuals with high EI are better equipped to handle stress, communicate effectively, adapt to change, and maintain healthy interpersonal relationships. Research suggests that civil servants with high EI tend to have better work-life balance (Ghevira&Trinanda, 2022), as they can manage work-related emotions and stress more effectively, leading to a healthier balance between their professional and personal lives.

Work-life balance (WLB), the equilibrium between work and personal life, is another crucial factor influencing employee well-being and performance. Organizations that prioritize WLB initiatives, such as flexible work arrangements and support for activities outside of work, tend to have happier, more productive, and more loyal employees (Ullah et al., 2022). In the context of the Regional Inspectorate of East Kalimantan Province, promoting EI and WLB can be instrumental in mitigating burnout and improving employee well-being and organizational effectiveness.

II. Literature Review and Hypothesis Development

Emotional Intelligence and Burnout

Emotional intelligence encompasses self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 2020). Individuals with high EI are adept at managing negative emotions, particularly stress, which helps prevent emotional exhaustion, a primary source of burnout (van Dam, 2021). Moreover, high EI individuals possess strong motivation, enabling them to persevere and recover from setbacks, frustrations, and stressful situations (Goleman, 2020). Additionally, strong empathy and social skills facilitate the establishment and maintenance of positive relationships with others, reducing depersonalization, another dimension of burnout (Ullah et al., 2022).

Previous research supports the negative relationship between EI and burnout. Cutcheon (2018) found that enhancing EI can aid in stress management, while Mohamed & Nagy (2017) demonstrated that individuals with high EI experience lower burnout levels due to their ability to recognize and manage negative emotions effectively. These findings suggest that EI plays a crucial role in mitigating burnout.

Emotional Intelligence and Work-Life Balance

Work-life balance refers to the equilibrium between an individual's work and personal life, where a balance in one domain positively impacts the other (Fisher-McAuley et al., 2003). Delecta (2011) defines WLB as an individual's ability to fulfill work and family commitments, along with other non-work responsibilities.

Emotional intelligence can contribute to improved WLB by enhancing stress management, fostering positive workplace relationships, increasing job satisfaction and motivation, and improving overall productivity. High EI individuals are more likely to establish clear boundaries between work and personal life, leading to a healthier balance.

Research by Ghevira & Trinanda (2022) supports the positive relationship between EI and WLB, indicating that individuals with high EI tend to achieve better WLB. This finding aligns with studies by Sajuyigbe et al. (2022) and Nathaya et al. (2022), which demonstrate the positive influence of EI on WLB and its potential to reduce turnover intention and enhance job satisfaction.

Work-Life Balance and Burnout

Work-life balance is defined as employee perceptions and experiences of the balance between their work and personal lives, and in particular whether they perceive that their personal lives conflict with work demands, and on the positive note, the compatibility between work and personal life (Grobler, 2019). The source of burnout is emotional exhaustion, so it is important for individuals to have good emotional intelligence to be able to manage the emotions they feel. Emotional exhaustion is the main aspect that triggers burnout.

A person can live a happy, healthy and successful life when there is Work-life Balance. Work life and balance are indeed a major concern for those who want to have a good quality of life ((Soomro et al., 2018). In the case of balance is achieved when there is harmony between work and life. (Semlali & Hassi, (2016) since the last decade, the concept of Work-life Balance has been considered important for organizations and people, and has indeed been proven to contribute greatly to increasing employee productivity which ultimately has a positive impact on organizational performance (Guthrie, 2012). Effective work-life balance policies adopted by organizations allow employees to socialize with the community while ensuring costs and turnover are controlled and productivity increases (Helmefalk & Hultén, 2017).

Based on the literature review and the conceptual framework, the following hypotheses are proposed:

H1: Emotional intelligence has a negative and significant effect on burnout in employees of the Regional Inspectorate of East Kalimantan Province.

H2: Emotional intelligence has a positive and significant effect on work-life balance in employees of the Regional Inspectorate of East Kalimantan Province.

H3: Work-life balance has a negative and significant effect on burnout in employees of the Regional Inspectorate of East Kalimantan Province.

Research Methods

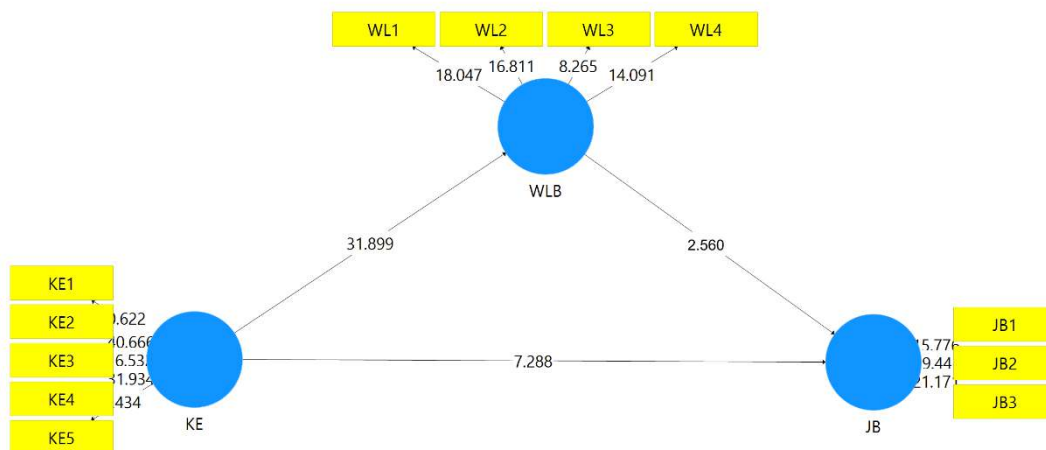
This research employed a quantitative approach with a causal research design. It aimed to explain the causal relationships between emotional intelligence, work-life balance, and burnout among employees in the Functional Positions Group at the Regional Inspectorate of East Kalimantan Province. The study population comprised all employees in the Functional Positions Group at the Regional Inspectorate of East Kalimantan Province, totaling 38 individuals. A total sampling approach was used, including all 38 employees as the sample. Primary data were collected through structured questionnaires with closed-ended questions using a Likert scale. The questionnaires were adapted from scales developed in previous research to ensure validity and reliability. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis. This method is suitable for complex models with both reflective and formative indicators and is commonly used for predictive modeling. The analysis involved assessing the outer model (measurement model) and the inner model

(structural model). The outer model evaluated the relationships between latent variables and their indicators, while the inner model examined the relationships between the latent variables themselves.

Results

The descriptive analysis of the research variables revealed the following: Emotional Intelligence (EI): The average response for EI was 3.59, indicating a good level of emotional intelligence among the employees. Work-Life Balance (WLB): The average response for WLB was 3.55, suggesting a good level of work-life balance among the employees. Burnout (BO): The average response for BO was 2.34, indicating a moderate level of burnout among the employees.

The PLS-SEM analysis yielded the following results: Outer Model Evaluation: The outer model demonstrated good convergent and discriminant validity, as well as reliability, for all constructs. Inner Model Evaluation: The inner model showed a good fit, with R-squared values indicating that the model explained a substantial portion of the variance in the endogenous variables. Hypothesis Testing: All three hypotheses were supported. Emotional intelligence had a negative and significant effect on burnout ($\beta = -0.964$, $p < 0.05$), emotional intelligence had a positive and significant effect on work-life balance ($\beta = 0.875$, $p < 0.05$), and work-life balance had a negative and significant effect on burnout ($\beta = -0.186$, $p < 0.05$).



The provided text appears to be a report generated by SmartPLS software, a tool used for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. This statistical method is employed to examine complex relationships between variables, particularly in situations where there are both reflective and formative indicators. Based on the report, the analysis focuses on three latent variables (constructs): Emotional Intelligence (EI), Work-Life Balance (WLB), and Burnout (JB). The results are divided into several sections:

Mean, STDEV, T-Values, P-Values: This section presents the results of the path analysis, showing the relationships between the latent variables. The path coefficients (Mean) indicate the strength and direction of the relationships. For example, the path coefficient of -0.964 between KE (Emotional Intelligence) and JB (Burnout) suggests a strong negative relationship, meaning that higher emotional intelligence is associated with lower burnout. The T-Statistics and P-Values assess the statistical significance of these relationships. In this case, all relationships are significant, as the p-values are 0.000, which is less than the conventional significance level of 0.05. Outer Loadings: This section provides the loadings of the observed indicators (items in the questionnaire) on their respective latent variables. The loadings indicate how well each indicator measures its corresponding construct. All loadings are above 0.573, suggesting that the indicators are reliable measures of their constructs. Fornell-Larcker Criterion: This criterion is used to assess discriminant validity, which means that each construct is distinct from the others. The results indicate that discriminant validity is achieved, as the square root of the average variance extracted (AVE) for each construct is greater than its correlations with other constructs.

Construct Reliability and Validity: This section presents the results of the reliability and validity assessment of the measurement model. Cronbach's alpha, rho_A, and composite reliability are measures of internal consistency reliability, and all values are above 0.7, indicating good reliability. The average variance extracted (AVE) is a measure of convergent validity, and all values are above 0.5, suggesting adequate convergent validity. R Square: This section shows the R-squared values for the endogenous variables (burnout and work-life balance), which indicate the proportion of variance in these variables explained by the model. The R-squared values of 0.786 and 0.765 suggest that the model explains a substantial amount of variance in burnout and work-life balance, respectively. Model Fit: This section presents the fit indices for the structural equation

model. The SRMR (Standardized Root Mean Square Residual) is a goodness-of-fit measure, and a value of 0.090 indicates a good model fit. Specific Indirect Effects: This section shows the indirect effects of emotional intelligence on burnout through work-life balance. The significant indirect effect ($p < 0.05$) suggests that emotional intelligence influences burnout not only directly but also indirectly through its impact on work-life balance.

III. DISCUSSION

The findings of this study contribute to the existing body of knowledge on burnout, emotional intelligence, and work-life balance. The negative relationship between emotional intelligence and burnout aligns with previous research, emphasizing the importance of emotional intelligence in mitigating burnout. The positive relationship between emotional intelligence and work-life balance highlights the role of emotional intelligence in facilitating a healthy balance between work and personal life. Additionally, the negative relationship between work-life balance and burnout underscores the significance of work-life balance in preventing burnout.

These findings have several practical implications for the Regional Inspectorate of East Kalimantan Province. First, the organization should prioritize the development of emotional intelligence among its employees. This can be achieved through training programs that focus on enhancing self-awareness, self-regulation, motivation, empathy, and social skills. Second, the organization should implement policies and practices that promote work-life balance, such as flexible work arrangements, telecommuting options, and support for employee well-being initiatives. By fostering a work environment that values emotional intelligence and work-life balance, the Regional Inspectorate can effectively mitigate burnout and enhance employee well-being and organizational performance.

This study is not without limitations. The sample size was relatively small and limited to employees in the Functional Positions Group at the Regional Inspectorate of East Kalimantan Province. Future research could expand the sample to include employees from other departments and organizations to enhance the generalizability of the findings. Additionally, longitudinal studies could be conducted to examine the long-term effects of emotional intelligence and work-life balance on burnout.

Despite these limitations, this study provides valuable insights into the relationships between emotional intelligence, work-life balance, and burnout. The findings have important implications for organizations seeking to promote employee well-being and prevent burnout. By investing in emotional intelligence training and implementing work-life balance initiatives, organizations can create a healthier and more productive work environment for their employees.

Contributions and Implications

This research significantly contributes to the understanding of burnout, emotional intelligence, and work-life balance in the context of public sector employees. It provides empirical evidence supporting the negative relationship between emotional intelligence and burnout, highlighting the importance of emotional intelligence as a protective factor against burnout. Furthermore, this study reveals the positive impact of emotional intelligence on work-life balance, emphasizing the role of emotional skills in achieving a healthy balance between work and personal life. Additionally, the research confirms the negative relationship between work-life balance and burnout, underscoring the significance of work-life balance in mitigating burnout.

The practical implications of this study are substantial. For the Regional Inspectorate of East Kalimantan Province and other public sector organizations, the findings suggest that investing in emotional intelligence training and promoting work-life balance initiatives can be effective strategies for reducing burnout and improving employee well-being. These interventions can lead to increased job satisfaction, motivation, and productivity, ultimately enhancing organizational effectiveness.

Moreover, this research contributes to the broader field of human resource management by providing insights into the factors that influence employee well-being and performance in the public sector. The findings can inform the development of evidence-based policies and practices aimed at creating a healthier and more supportive work environment for public sector employees. In conclusion, this study makes a valuable contribution to the literature on burnout, emotional intelligence, and work-life balance. Its findings have important implications for public sector organizations and the field of human resource management, offering practical strategies for promoting employee well-being and organizational effectiveness.

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