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## The Influence of Social Support and Emotional Intelligence on Burnout with Locus of Control as A Moderating Variable in Bank Marketing Managers on The Island of Lombok

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**ABSTRACT:**The objective of this study is to examine the impact of social support and emotional intelligence on burnout while considering the locus of control as a moderating factor. This study is a form of causal associative research that investigates the relationship between one or two other variables. This research employs a quantitative methodology, which involves gathering numerical data and subjecting it to mathematical (statistical) analysis. The sample for this study consisted of 237 Marketing Managers from Commercial Banks, Rural Banks, and Sharia Banks residing on Lombok Island. The research used a probability sampling technique, specifically designed to enhance the representativeness of the population from which the sample members are picked. As a result, a total of 70 respondents were included in the study. Subsequently, the research data was analysed using the Partial Least Square-Structural Equation Model (PLS-SEM) with the use of clever PLS 3.0 software. The study's groundbreaking results demonstrate that both social support and emotional intelligence have a detrimental and substantial effect on burnout. Additionally, locus of control diminishes the impact of social support on burnout. However, locus of control cannot mitigate the influence of emotional intelligence on burnout. Therefore, the locus of control does not exert any influence on the correlation between emotional intelligence and burnout levels.

**KEYWORDS :***Social Support, Emotional Intelligence, Locus of Control, Burnout.*

### I. INTRODUCTION

Digital transformation is taking place quickly and broadly impacts various aspects of life, especially in the context of these broad impacts. This condition causes significant changes in business models, organizational structures, and the overall business ecosystem. The banking industry, which previously operated conventionally, underwent a major overhaul to become more flexible in facing change (Shinta et al., 2020). This transformation is a response to the development of fintech and the digital technology revolution, bringing the banking industry into the era of digital services. These technological capabilities are accelerating digitalization in the banking sector, with the growth of digital economic and financial transactions. Digital strategy does not only involve adding advanced products and technology, but also includes aspects of processes, human talent, and overall business models (Shinta et al., 2020).

Human resources (HR) are determining factors in the development of the banking sector. No matter how sophisticated the methods and tools used in a company are, they will still require reliable and qualified human resources, especially companies that sell services that need quality human resources. Banks are included in companies that service them; therefore, the human resources who work in them greatly influence the company's quality (Rahma&Oemar, 2023). Because every position and situation will experience pressure at work, this reality cannot be avoided and is in the spotlight in the world of organizations. This reality pressure that comes from work can lead a person to work fatigue. Work fatigue referred to in this case is the tendency to burnout. This is also reinforced by the opinion of Muchinsky (2000) that employees from various fields can experience burnout if they are under excessive stress. Employees from various fields can experience the tendency to burnout and frustration. Although the tendency to burnout is usually experienced by employees in the human service sector such as nurses, teachers, counselors, and police officers, the propensity to burnout can also be experienced by employees outside the human service sector such as employees in the marketing sector, if they experience pressure which reduces their energy, at work (Muchinsky, 2000).

Burnout is a term first expressed by Freudenberg (1974), to describe the negative response produced by pressure at work and causing psychological stress syndrome. According to Leiter and Maslach (2005:2-3), Burnout is a phrase used to describe the emotional state of an individual who experiences mental, emotional, and physical exhaustion as a result of escalating work obligations. Smith, Gill, and Segal (2011) state that burnout symptoms include physical, emotional, and behavioral symptoms. In addition, Maslach and Leiter (2008) state three dimensions of burnout: emotional exhaustion, depersonalization, and feelings of decreased personal achievement.

Several factors can influence burnout. According to Leiter and Maslach (1997), factors that can influence the emergence of burnout are work overload, lack of work control, reward for work, breakdown in community, being treated fairly, and dealing with conflict values. Meanwhile, according to Sullivan (1989), three factors influencing burnout are environmental, individual, and social-cultural factors. Another opinion according to Indiawati et al., (2022), several factors influence burnout, namely age, gender, marital status, level of education, length of service, workload, commitment, and locus of control. Apart from that, the factors that influence burnout according to Khairani and Idris (2015), are lack of social support, demographic factors, self-concept, role conflict, and role ambiguity; and role ambiguity), and isolation. More profoundly, personality factors that can influence burnout are work involvement, lack of openness, emotional intelligence, and lack of sense of control at work (Maslach et al., 2001). From the above-mentioned factors, researchers want to re-examine the factors of social support, emotional intelligence, and locus of control.

## II. LITERATURE REVIEW

Social support is the resources provided by other people to individuals that can influence the psychological well-being of the individual concerned (Cohen & Syme, 1985). Apart from that, Baron & Byrne (1997) stated that social support can also be interpreted as providing physical and psychological comfort from the family to someone facing problems. In addition, according to Taylor (in King, 2014), Social support refers to the provision of information and feedback by others, indicating love, care, appreciation, and respect for an individual. It also involves being part of a network that involves reciprocal communication and obligations. So, social support is a resource provided by other people to individuals that can influence the psychological well-being of the individual concerned (Cohen & Syme 1985). From the explanation above, social support is a source of support provided by other people to an individual, which can influence the individual's psychological well-being. Social support includes providing feelings of physical and mental comfort and support in dealing with problems, as well as interactions in communication networks and reciprocal obligations.

Social support encompasses measures, interventions, and interpersonal connections that aid in mitigating the adverse effects of challenging and detrimental life events, circumstances, or paths (Chambon et al., 2013). Social workers, in fact anyone, need social support in their lives because of its positive impact on physical and psychological health (Oakley 2018) and can increase career motivation so that it will reduce burnout (Kaba et al., 2021). Social support arises from the perception that there are people who will help if a situation or event is seen as causing problems, and the assistance is felt to increase positive feelings and prices Self (Dharmayanti et al., 2022). The findings of previous studies conducted by Purba et al. (2007), Pangastiti and Rahardjo (2011), and Muna and Indrawati (2022) provide evidence that social support has a significant negative impact on burnout. This means that individuals who receive higher levels of social support are less likely to experience burnout. Meanwhile, Mu'awanah and colleagues. (2023) show research results that social support has a positive and significant effect on burnout, meaning that the higher the social support, the higher the occurrence of burnout in a person. This is due to over-involvement, where excessive social support or too much involvement from other people can create additional stress for the individual. The support is dominant or unsettling; individuals can feel a loss of control over their lives, which can cause additional burdens that lead to increased burnout. This difference in the results of previous research shows that there is still a research gap, and that research needs to be carried out again regarding the influence of these variables.

Emotional intelligence is one factor that can also influence burnout. Salovey et al. (2004:321) define emotional intelligence "as the ability to perceive, understand, manage, and use emotional information," where this ability can take a perspective to think about emotions and use emotions in reasoning. Slightly different from the opinion of Shapiro (1998: 5), he defines emotional intelligence as a set of mental functions that involve observing the intensity of emotions in oneself and others. This is in line with Saptoto's (2010: 8) opinion that emotional intelligence is the ability to share feelings and accept each other's way of thinking, act wisely, and create good relationships by referring to different people. Thus, emotional intelligence is not only limited to understanding one's emotions but also involves interacting with other people's emotions, managing them productively, and building healthy relationships. The indicators of emotional intelligence are self-awareness, managing emotions, using emotions productively, empathy (reading emotions), and building relationships (Goleman, 2015).

People with higher emotional intelligence are better prepared to deal with the effects of stress and can adapt well (Chan et al., 2000). Someone who cannot regulate their emotions will experience prolonged emotional exhaustion, which can lead to burnout (Grandey, 2000; Mayer and Salovey, 2000). Emotional intelligence is the ability to monitor one's own and other people's feelings, differentiate them, and use them as a guide in thinking and acting (Mayer and Salovey, 2000). Support from previous research results that emotional intelligence has a negative and significant effect on burnout by Szczygiel and Mikolajczak (2018), Andriansyah (2020), Han et al. (2022), and Putri et al. (2023), meaning that individuals who have high emotional intelligence tend to be better at dealing with stress, which can help protect them from the risk of burnout. Meanwhile, according to Suriyono (2022), emotional intelligence has a positive and significant effect on burnout, meaning that the higher a person's emotional intelligence, the more burnout or fatigue will increase. This inconsistency in the results of previous research shows that there is still a research gap that needs to be re-researched regarding this variable.

When an employee or employees experience pressure in the form of stress, which indicates burnout, they need to have confidence in themselves to overcome this problem. In his book "Introduction to Psychology," Morgan (1986) explains that locus of control is an individual's beliefs regarding the causes of various events or happenings. To understand the complexity of the interactions between psychological factors that influence well-being in the work environment, Locus of control is an individual's belief in how much they feel they have control over their lives. According to Rotter (1996), the Locus of Control variable is measured by two aspects, namely internal Locus of Control and external Locus of Control. External Locus of Control includes indicators such as long-term planning, the influence of power from other parties, and attribution of success or failure to external factors. Meanwhile, internal Locus of Control includes indicators such as individual achievement through hard work, leadership abilities, success based on personal efforts, decision-making ability, perception of luck, and responsibility for the results of particular actions.

Lam & Schaubroeck (2000) found that individuals with an internal locus of control can survive better in stressful situations or adapt more quickly to the problems and events they experience at work, including burnout. Individuals with an internal locus of control can deal with work stress more efficiently. Lower stress levels and show higher levels of performance (Chen & Silverthorne, 2008). Mantis and Roesleer (2010) state that internal locus of control is a perspective that good or bad results can be obtained from actions according to one's capacity (can be controlled) or factors within oneself. Meanwhile, external locus of control is the perspective that success or failure is caused by factors outside oneself or one's control, such as luck, chance, opportunity, destiny, etc. Locus of Control plays a role in motivation, and different locus of control can reflect different motivations and performances. An internal Locus of Control will be more successful in their career than an external Locus of Control; they tend to have a higher work level, be promoted more quickly, and earn more money (Baron and Greenberg, 1990).

They are supported by the theory put forward by Robins & Judge (2019) that locus of control moderates the influence of social support on burnout. The importance of one's self-control makes locus of control a moderating and novel variable in this research. Seeing the importance of dealing with burnout and the factors that influence it, this research researched marketing managers at all banks on Lombok Island. Bank marketing managers are often faced with high-performance targets and demands. They are responsible for developing effective marketing strategies, increasing market share, and ensuring revenue growth. The pressure to achieve these goals can cause excessive stress and increase the risk of burnout. The banking industry is a highly competitive environment where banks compete to attract and retain customers. Bank marketing managers must continue to innovate and adapt to changing market trends, technology, and regulations. The pressure associated with this intense competition can increase stress levels and fatigue.

### III. METHOD

This study is a form of causal associative research that investigates the relationship between one or two other variables (Sugiyono, 2012). This research employs a quantitative methodology, which elucidates phenomena through the collection of numerical data that is subsequently evaluated using mathematical (statistical) techniques. The sample population for this study consisted of 237 Marketing Managers employed at Commercial Banks, Rural Banks, and Sharia Banks residing on Lombok Island. The research utilized a probability sampling technique, ensuring that each element of the population had an equal chance of being picked as a sample member (Sugiyono, 2014). As a result, 70 respondents were obtained. The research data was analyzed using the Partial Least Square-Structural Equation Model (PLS-SEM) using the PLS 3.0 software.

### IV. RESULTS

The phrase "outer loading value" denotes the degree of correlation between each measurement item (or indicator) and the variable being examined. Chin (1998) states that a loading factor value greater than 0.7 is deemed good, as it indicates the validity of the indication. However, values more than 0.5 are considered acceptable, hence values below 0.5 must be removed from the model. Furthermore, a reliable method to

determine the validity of indicators is to compare the t statistic with the t table value. The t statistic value must be equal to or larger than the t table value. The t table is derived by utilizing a significance threshold of 5% and the degrees of freedom (df), which is computed by subtracting the total number of variables (including both independent and dependent variables) from the number of respondents. The picture and table below depict the external input values in the simulation model.

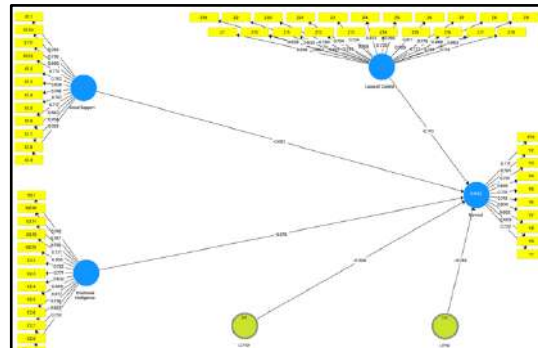


Figure 1.Outer Loading

Table 1.Convergent Validity Test (Outer Loading)

No	Variables	Item	Outer Loading	
1	Social Support	X1.1	0,783	Valid
		X1.2	0,752	Valid
		X1.3	0,836	Valid
		X1.4	0,748	Valid
		X1.5	0,707	Valid
		X1.6	0,717	Valid
		X1.7	0,567	Valid
		X1.8	0,764	Valid
		X1.9	0,763	Valid
		X1.10	0,736	Valid
		X1.11	0,690	Valid
		X1.12	0,774	Valid
2	Emotional Intelligence	X2.1	0,742	Valid
		X2.2	0,722	Valid
		X2.3	0,771	Valid
		X2.4	0,632	Valid
		X2.5	0,809	Valid
		X2.6	0,817	Valid
		X2.7	0,736	Valid
		X2.8	0,827	Valid
		X2.9	0,732	Valid
		X2.10	0,767	Valid
		X2.11	0,756	Valid
		X2.12	0,721	Valid
		X2.13	0,805	Valid
3	Burnout	Y1	0,796	Valid
		Y2	0,751	Valid
		Y3	0,731	Valid
		Y4	0,845	Valid
		Y5	0,731	Valid
		Y6	0,710	Valid
		Y7	0,804	Valid
		Y8	0,652	Valid
		Y9	0,503	Valid
		Y10	0,711	Valid
4	Locus of Control	Z1	0,698	Valid
		Z2	0,630	Valid

No	Variables	Item	Outer Loading	
		Z3	0,724	Valid
		Z4	0,833	Valid
		Z5	0,766	Valid
		Z6	0,811	Valid
		Z7	0,776	Valid
		Z8	0,866	Valid
		Z9	0,663	Valid
		Z10	0,804	Valid
		Z11	0,827	Valid
		Z12	0,733	Valid
		Z13	0,708	Valid
		Z14	0,735	Valid
		Z16	0,729	Valid
		Z17	0,721	Valid
		Z18	0,722	Valid
		Z19	0,713	Valid
		Z20	0,784	Valid
		Z21	0,704	Valid

Chin (1998) states that a loading factor value greater than 0.7 is considered optimal, indicating that the indication is valid. Nevertheless, a number beyond 0.5 is deemed acceptable. The table above demonstrates that all indicators in the model are deemed genuine, as the factor loading value of each indicator, as observed in the original sample (O) column, exceeds 0.5.

Composite Reliability quantifies the extent to which variables with a score greater than 0.7 exhibit reliability. The Average Variance Extracted (AVE) test assesses the extent to which a variable accurately represents the original data score. If the AVE value exceeds 0.5, it indicates a strong measure of convergent validity. The Table presents the values for Composite Reliability and Average Variance Extracted :

Table 2.Average Variance Extracted and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Social Support	0,923	0,935	0,546
Emotional Intelligence	0,959	0,963	0,555

The Composite Reliability rating for all research variables in the Table above exceeds 0.7, indicating an adequate level of reliability. In general, the items used to assess variables demonstrate consistent measurement of those variables. Furthermore, the AVE value for all research variables exceeds 0.5, indicating that the substantial variation in all items included in this research variable satisfies the criteria for strong convergent validity (Ghozali and Latan, 2015).

The findings of evaluating multiple hypotheses, as mentioned earlier, were acquired from the various analytical test results reported previously. The findings of hypothesis testing are displayed in the below table :

Table 3.Hypothesis Test Results

Relations Between Variables	Coefficient	T Statistics	P Values	Significance	
H1: <i>Social Support &gt; Burnout</i>	-0,082	3,135	0,002	Negative and Significant	Accepted
H2: <i>Emotional Intelligence &gt; Burnout</i>	-0,170	6,671	0,000	Negative and Significant	Accepted
H3: <i>Social Support*Locus of Control &gt; Burnout</i>	-0,046	3,043	0,002	Negative and Significant	Accepted
H4: <i>Emotional Intelligence*Locus of Control &gt; Burnout</i>	-0,044	3,234	0,001	Negative and Significant	Accepted

Based on the Figure and Table above, the relationship between variables (hypothesis test results) can be explained as follows:

1. Social support negatively and significantly affects burnout with a coefficient value of  $-0.082$ , T-Statistic  $3.135 > 1.96$ , and P value  $0.002 < 0.05$ . So, the first hypothesis (H1) is accepted. This means that the higher the social support will significantly reduce burnout.
2. Emotional intelligence negatively and significantly affects burnout with a coefficient value of  $-0.170$ ,  $6.671 > 1.96$ , and a P value of  $0.000 < 0.05$ , so the second hypothesis (H2) is accepted. This means that the more robust emotional intelligence an employee has will significantly reduce burnout.
3. Locus of control weakens the influence of social support on burnout with a coefficient value of  $-0.046$ ,  $3.043 > 1.96$ , and a P value of  $0.002 < 0.05$ , so the third hypothesis (H3) is accepted. This means that the strength of one's perceived self-control (locus of control) can reduce the influence of social support in preventing burnout. Locus of control in this hypothesis is included in the type of quasi moderator (pseudo moderator), where there is an effect of locus of control on the burnout variable in the first estimate, and there is an interaction effect of social support and locus of control in the second estimate and has significance for the burnout variable.
4. Locus of control weakens the influence of emotional intelligence on burnout with a coefficient value of  $-0.044$ ,  $3.234 > 1.96$ , and a P value of  $0.001 < 0.05$ , so the fourth hypothesis (H4) is accepted. This means that the strength of one's perceived self-control (locus of control) can reduce the influence of emotional intelligence in preventing burnout. Locus of control in this hypothesis is included in the type of quasi moderator (pseudo moderator), where there is an effect of locus of control on the burnout variable in the first estimate, and there is an interaction effect of emotional intelligence and locus of control in the second estimate and has significance for the burnout variable.

The R-Square test determines the proportion or percentage of total variation in the dependent variable explained by the independent variable. The results of the R-Square values are presented in the Table below:

Table 4. R Square Test Results

Variable	R Square	R Square Adjusted
Burnout	0,042	0,002

Table 4 above shows that the magnitude of the influence of social support and emotional intelligence on burnout is 4.20 percent, included in the low category, and variables outside the model influence the rest.

## V. DISCUSSION

### The Effect of Social Support on Burnout

Based on Table 3, the results of statistical tests show that *social support* has a negative and significant effect on *burnout*, so the first hypothesis (H1) is accepted. This means that the higher the social support will significantly reduce *burnout*. A solid network of support from coworkers, superiors, and the work environment provides an essential resource in managing the stress and pressure in their work. Social support can reduce isolation, promote a sense of connectedness, give a platform to share experiences and problem-solving strategies and provide the emotional boost and motivation needed to overcome challenges. Moreover, for bank marketing managers, who often operate in dynamic and competitive work environments, social support can act as a buffer against the high pressures arising from ambitious performance targets, industry competition, and prolonged work demands. Through help from understanding coworkers and supervisors, marketing managers can feel more valued and supported in their efforts, which in turn can reduce the risk of *burnout*. This finding is in line with the results of previous research conducted by Purba et al. (2007), Pangastiti and Rahardjo (2011), Muna and Indrawati (2022), and Trimulatih and Appulembang (2022), stating that social support has a negative and significant effect on burnout, meaning that the higher the social support experienced by someone will reduce the occurrence of *burnout*.

In the context of bank marketing managers on Lombok Island, the *Exchange Social Support Theory* states that social support from organizations and coworkers should result in mutually beneficial social exchanges, improving individual well-being and performance. Social support exchange theory highlights the importance of reciprocal relationships between individuals in obtaining and providing social support. In the work environment of bank marketing managers on Lombok Island, where business competition is intense and performance pressures are high, social support provided between marketing managers or coworkers can be a significant source of strength. When marketing managers offer support to each other, whether in the form of practical help, emotional support, or helpful advice, they tend to receive comparable support. This creates a cooperative and supportive work environment where individuals feel valued and supported by their

coworkers. In this situation, social support is a protective factor that reduces the risk of burnout by strengthening social bonds and a sense of connectedness among marketing managers. Thus, based on social support exchange theory, social support has a negative and significant effect on burnout in marketing managers of banks on Lombok Island due to mutually beneficial social exchange mechanisms, reinforcement of mutual help norms, and increased quality of social support given and received. This emphasizes the importance of a supportive and collaborative work culture in reducing the risk of burnout and improving the psychological well-being of marketing managers on Lombok Island.

### **The Influence of Emotional Intelligence on Burnout**

Based on Table 3, the results of statistical tests show that emotional intelligence has a negative and significant effect on burnout, so the second hypothesis (H2) is accepted. This means that more robust emotional intelligence will significantly reduce burnout. Marketing managers with high levels of emotional intelligence tend to be better able to recognize and manage their own emotions as well as the emotions of others in a dynamic and often stressful work environment. This ability allows them to deal with pressure more effectively, manage conflict well, and maintain emotional stability in challenging situations. This can help prevent emotional exhaustion, one of burnout's main symptoms. In addition, marketing managers' emotional intelligence allows them to build solid and meaningful interpersonal relationships with coworkers, clients, and superiors. The ability to read other people's emotions, communicate empathetically, and handle conflict well can create a supportive and collaborative work environment. By having solid social support, marketing managers are more likely to feel supported and connected, which can reduce burnout levels. As such, they can reduce the risk of burnout by managing stress more effectively. Thus, these findings confirm that the stronger the emotional intelligence of a marketing manager on Lombok Island, the lower the likelihood of them experiencing burnout. The results of this study are in line with previous findings that emotional intelligence has a negative and significant effect on burnout by Szczygiel and Mikolajczak (2018), Andriansyah (2020), Han et al. (2022), and Putri et al. (2023), meaning that individuals who have high emotional intelligence tend to be better at coping with stress, which can help protect them from the risk of burnout.

Based on Self-Determination Theory (SDT), individuals' basic needs for autonomy, competence, and relationships related to the work environment are very important. For bank marketing managers on Lombok Island, emotional intelligence, which is the ability to recognize, understand, and manage one's own emotions and those of others, can be viewed as a factor supporting this SDT. High levels of emotional intelligence allow marketing managers to understand and manage their emotions better. By having autonomy in regulating and expressing feelings, they can feel more empowered in the face of pressures and challenges in their work. This is consistent with the autonomy aspect of SDT, where managers who feel more in control of their emotional responses tend to have lower levels of burnout. In addition, emotional intelligence can also increase an individual's perceived competence in handling challenging situations in the work environment. Marketing managers who recognize and manage emotions well are more confident in tackling complex tasks or stressful situations. Thus, based on the Self-Determination Theory, it can be concluded that emotional intelligence negatively and significantly affects the burnout level of bank marketing managers on Lombok Island. The ability to recognize, understand, and manage emotions not only increases individual autonomy and competence but also strengthens social relationships in the workplace, all of which are essential factors in reducing the risk of burnout.

### **The Effect of Social Support on Burnout Moderated by Locus of Control**

Based on Table 3, the results of statistical tests show that *locus of control* weakens the influence of *social support* on *burnout*. This means that even though individuals receive high social support from their environment, if they tend to believe that they have complete control over their fate and circumstances, then the *locus of control* lowers the influence of social support on *burnout* risk. This is because individuals who believe they have control over their lives tend to rely on personal abilities and efforts to cope with stress. They believe their outcomes are due to their actions and decisions rather than external factors. As a result, although they receive social support, they do not fully utilize or benefit from it in the context of reducing *burnout*. They tend to use proactive problem-solving strategies and focus on self-control and internal resources, such as stress management skills and independent problem-solving. This makes them less dependent on external assistance, such as emotional or instrumental support from coworkers and superiors. In the work environment, marketing managers with a *locus of control* feel more able to deal with work pressures independently, thus reducing the positive impact of *social support* in preventing or reducing *burnout*. In other words, this strong belief in personal control may reduce their dependence on social support, which helps them cope with emotional exhaustion and work stress in different situations.

Based on Robins & Judge (2019), *locus of control* is a psychological concept that describes an individual's belief in the extent to which they control their life outcomes. This theory explains that people with

an *internal locus of control* feel they can influence events through their efforts and decisions, so they are more independent in dealing with work challenges and stress. When marketing managers on Lombok Island, for example, have an *internal locus of control*, they tend to rely on their abilities to cope with work pressures rather than seeking social support from coworkers or superiors. They see social support as an additional factor but not a defining element of their success coping with stress or burnout. In contrast, individuals with an external locus of control who believe that their fate is determined by external factors such as fate or the support of others are more likely to rely on social support as a primary mechanism in reducing stress and preventing burnout. Thus, for those with an internal locus of control, the strength of *social support's* influence is diminished because they prioritize coping strategies based on personal effort and control. This reduces the effectiveness of social support in preventing burnout, as they focus more on improving their capacity to manage job stress and challenges.

### **The Influence of Emotional Intelligence on Burnout Moderated by Locus of Control**

Based on Table 4.12, the results of statistical tests show that *locus of control* weakens the influence of *emotional intelligence on burnout*. This means that even though individuals have high intelligence if they believe they have complete control over their fate and circumstances, *locus of control* reduces the influence of emotional intelligence on the risk of burnout. This happens because managers with a high internal locus of control tend to believe they have complete control over their work situations and outcomes. This belief can reduce their reliance on emotional intelligence as a primary tool for coping with stress and burnout. They feel that their ability to manage situations is more critical than emotional skills. In addition, in the banking sector, particularly in stressful and targeted marketing roles, managers often require quick decisions and concrete actions. A robust internal control can help them focus more on direct and practical strategies than emotional ones. As a result, even though they have good emotional intelligence, they do not utilize it to the fullest because they believe in their ability to handle challenges. Thus, the influence of this high locus of control may weaken the effectiveness of emotional intelligence in reducing burnout among bank marketing managers on Lombok Island.

According to the theory of Robins & Judge (2019), *locus of control* is one of the personality factors influencing how individuals respond to job pressures and challenges. Managers with a strong *internal locus of control* believe they can control their work's results through personal effort and action. This belief can reduce their reliance on emotional intelligence skills to manage stress and burnout. They tend to rely on proactive strategies and direct action to solve problems, feeling that self-control and concrete actions are more effective than emotional approaches. Quick decisions and direct action are necessary in the banking sector, particularly in high-pressure, high-target marketing roles. Managers with *internal locus of control* feel more confident coping with pressure without relying on emotional skills.

## **VI. CONCLUSION**

1. Social support has a negative and significant effect on burnout. This means that the higher the social support, the lower the burnout.
2. Emotional intelligence has a negative and significant effect on burnout. This means that more robust emotional intelligence will reduce burnout.
3. Locus of control weakens the influence of social support on burnout. This means that although individuals receive high social support from their environment, if they tend to believe that they have complete control over their fate and circumstances, then the locus of control decreases the influence of social support on burnout risk.
4. Locus of control weakens the influence of emotional intelligence on burnout. This means that even though individuals have high intelligence, if they tend to believe that they have full control over their fate and circumstances, then locus of control decreases the influence of emotional intelligence on burnout risk.

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