



**EMOTIONAL INTELLIGENCE AND WORKLOAD AGAINST EMPLOYEE
BURNOUT IN THE REVIEW HUMAN MANAGEMENT PERSPECTIVE
(STUDY ON EMPLOYEES OF PT INDOFOOD CBP SUCCESS MAKMUR
Tbk LAMPUNG)**

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Abstract

Burnout is a condition of physical, emotional, and mental exhaustion due to prolonged work pressure. This study aims to analyze the effect of emotional intelligence and workload on employee burnout viewed from the perspective of human management on employees of PT Indofood CBP Sukses Makmur Tbk Lampung. This study uses quantitative methods with a descriptive approach. The study population was 203 employees, with a sample of 135 respondents determined using Slovin formula and purposive sampling technique. Data were collected through questionnaires and analyzed using SEM-PLS method with the help of SmartPLS software. The results showed that partially emotional intelligence had no significant effect on burnout, while workload had a positive and significant effect on employee burnout. Simultaneously, emotional intelligence and workload were only able to explain 27.9% of the variation in burnout, while the rest were influenced by other factors outside the research model. In the perspective of human management, these findings affirm the importance of fair and humane management of workload in order to maintain the physical, emotional, and spiritual balance of employees.

Keywords: Emotional Intelligence, Workload, Burnout, Human Management



INTRODUCTION

In the modern world of work, burnout is one of the major challenges faced by many organizations. Burnout is a condition of physical, emotional, and mental exhaustion caused by excessive and prolonged work stress. This condition often affects productivity, work quality, and employee welfare. Two factors that are often associated with Burnout are Emotional Intelligence and Workload.

The development of the world of work today requires employees to have high adaptability to various changes, both in terms of technology, work systems, and organizational expectations. Increasingly fierce business competition makes companies have to continue to improve productivity and work efficiency. In this situation, the work pressure experienced by employees tends to increase, either in the form of heavy workload, time demands, or psychological pressure. If the pressure is not managed properly, employees are prone to burnout, which is a condition of emotional, physical, and mental fatigue caused by prolonged work stress.

In an effort to improve the company's performance, many management implement a high target system without considering the capacity, resources, and time available (Ainiyah, 2025). These unrealistic targets not only put employees under constant pressure, but also erode their confidence when results don't match expectations. It causes stress that continues to accumulate and lead to burnout. This condition is exacerbated by the lack of company policies that favor the well-being of employees, such as work flexibility, psychological support, or hard work rewards. (Salwa et al., 2025) If left unchecked, burnout not only harms individuals, but also has an impact on increasing turnover, decreasing productivities and the company's image in the eyes of the workforce. Therefore, it is important for companies in Lampung province to re-evaluate the compensation system and work target setting, and start building a more humane and sustainable work environment.

According to (Dimas Prabowo et al., 2025) Burnout is a condition of emotional, mental, and physical exhaustion that arises due to prolonged work stress. In the modern world of work, burnout is increasingly found especially in types of work that demand high performance consistency, fast rhythms and strong adaptability. Two important factors that significantly influence the emergence of burnout are emotional intelligence (emotional intelligence) and workload (workload).



Emotional intelligence is the capacity or ability of individuals to process emotional information accurately and efficiently, including information relevant to the recognition, construction and regulation of emotions in themselves and others (Sufarita et al., 2019). Emotional intelligence encompasses an individual's ability to recognize, manage, and express emotions effectively. Employees with high emotional intelligence tend to be better able to control stress, establish positive work relationships, and adapt to stressful situations. Conversely, low emotional intelligence can make employees more susceptible to emotional burnout and protracted stress.

Workload is a set of tasks or activities that must be completed by a worker in a certain time. If the worker can complete and adapt to the assigned tasks, then it is not considered a Workload. However, if the Worker Fails, the task will become Workload. Workload as a job or task performed by someone who exceeds the maximum limit of a person to achieve a certain goal, which can cause a person to feel Workload at work because of the many demands that exceed the limits of the ability of employees (Timothy et al., 2025).

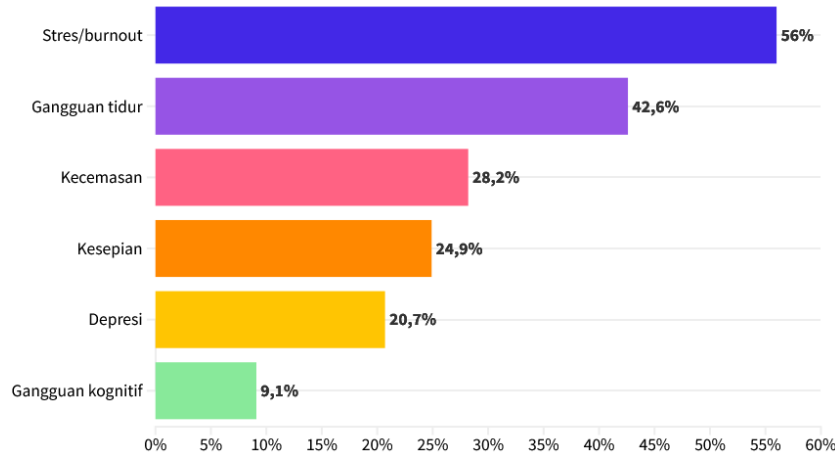
The relationship between the two shows that emotional intelligence and workload have conflicting roles in influencing burnout. (Görgens-Ekermans & Brand, 2012) High workloads increase pressure and stress, increasing the risk of burnout, but emotional intelligence can serve as a buffer that reduces the negative impact of the workload. Employees with high EI are better able to assess situations calmly, manage emotions, and use effective coping strategies when faced with tough work demands.

(Kumareswaran, 2023) Burnout is one of the most common psychological problems experienced by employees in various sectors. Burnout symptoms not only reduce morale and work motivation, but also negatively affect the quality of work, absenteeism, and even lead to employee turnover.

If burnout continues to occur, it can have a negative impact related to life satisfaction, life satisfaction is a person's cognitive concept of good life well-being, defined as an individual's awareness to evaluate his life based on the standards set by himself (Lutfia et al., 2021).



Data Burnout Indonesia



According to the Asia Care Survey 2024 survey, it was recorded that stress and burnout were the most feared mental health disorders, reaching 56% of the total respondent's stress and burnout were the mental health problems most worried about by the Indonesian people. There are several data regarding Burnout at work in 2024: the fatigue rate in women increased by 4% to 42%, the fatigue rate in men decreased by 3% to 30%, a Gallub report showed that 16% of workers in Indonesia experience daily stress, placing Indonesia in 9th place in Southeast Asia in terms of the lowest daily stress level, a study of 154 private employees showed that 40.3% experienced burnout, according to a survey reported by CNN Indonesia, 77.3% of respondents had experienced burnout due to work, 37% of employees report feeling so overwhelmed that it makes it difficult for them to do their jobs, employees who work less than 40 hours show a much lower psychosocial risk and fatigue levels.

(Syamsu et al., 2019) Burnout is a physical, mental and emotional exhaustion that occurs due to stress suffered over a long period of time, in situations that demand high emotional involvement. The World Health Organization (WHO) has even included burnout in the category of syndromes directly related to chronic stress at work. This condition not only has an impact on decreased productivity and service quality, but can also lead to mental health disorders, increased work absence (absenteeism), and even the intention to stop working (turnover intention).

According to (Parashakti & Ekhsan, 2022) Many employees lack the ability to manage stress, recognize their own emotions, or establish healthy interpersonal relationships. Low Emotional intelligence makes a person easily experience frustration, anxiety, or emotional fatigue, especially if the workload



is high. Lack of training in soft skills such as stress management and self-development also exacerbates the situation. Workload can be defined as a difference between the capacity or ability of workers with the demands of work that must be faced.

PT Indofood CBP Sukses Makmur Tbk Lampung as one of the large manufacturing companies has high production demands, a structured work system, and tight operational targets. This condition requires employees to work consistently under time pressure, quality standards, and large volumes of workers. In such situations, employees who have a high workload but are not supported by adequate emotional intelligence are potentially more prone to burnout (Cuandra et al., 2022).

PT Indofood CBP Sukses Makmur Tbk is one of the National private companies engaged in the food and beverage industry. The company is a subsidiary of PT Indofood Sukses Makmur Tbk and has been listed as a public company (Tbk) on the Indonesia Stock Exchange. PT Indofood CBP Sukses Makmur Tbk is known as one of the largest producers of food products in Indonesia with various brands that have been widely known by the public.

The number of employees of PT Indofood CBP Sukses Makmur Tbk Lampung is 203 people, consisting of various parts and work functions, such as production, quality control, maintenance, logistics, and administrative and other supporting parts. Employees have an important role in maintaining the smooth production process and the quality of products produced by the company.

(Brahmantio & Surabaya, 2025) In carrying out its operations, PT Indofood CBP Sukses Makmur Tbk Lampung places human resources as an important factor in achieving company goals. However, the characteristics of jobs in the manufacturing sector that demand high workloads and tight targets have the potential to cause work pressure for employees.

(Widiya Nofitasari, 2021) Based on the general condition of the manufacturing work environment, there are indications that some employees of PT Indofood Cbp Sukses Makmur Lampung have the potential to experience work fatigue that leads to burnout. This is thought to be influenced by the high workload and differences in the ability of employees to manage emotions when facing job pressure. Therefore, it is important that companies understand the factors that influence burnout in order to be able to implement human resource management more oriented towards the well-being of employees .

Based on the initial survey results, PT Indofood CBP Sukses Makmur Tbk Lampung employees experience burnout due to high and routine workload in



the manufacturing industry, pressure on production targets and tight working hours, demands for consistency of performance without adequate psychological recovery, and imbalance between work demands and employee capacity.

From the point of view of human management, burnout in employees of PT Indofood CBP Sukses Makmur Tbk Lampung can be understood as a result of an imbalance between the demands of work (workload) and the ability to manage emotions (emotional intelligence). (Sidiq, 2019) When organizations emphasize the achievement of production targets without paying attention to the psychological condition of employees, human well-being becomes neglected, so burnout becomes a phenomenon that is difficult to avoid.

(Psikologis et al., 2019) Humans have two types of intelligence, namely rational intelligence (IQ) and emotional intelligence (EI), both of which play a very important role in human life. According to (Winarno, 2016) Emotional Intelligence is an individual's ability to control emotional impulses, the ability to read other people's feelings, and the ability to foster good relationships with others. Meanwhile, excessive workload in islam can be overcome by good time management, prayer, and tawakal. Rasulullah SAW also set an example in dividing the time to work, worship, and rest.

it is still an interesting issue to be examined more deeply, in the context of PT Indofood CBP Sukses Makmur Tbk Lampung. an in-depth understanding of the effect of these two variables on burnout is important, given the high expectations of Service and employee performance.

This study aims to assess the extent to which emotional intelligence and workload can affect employee burnout reviewed in the perspective of human management, with a focus on employees of PT Indofood cbp sukses makmur Tbk Lampung. The results are expected to provide a strategic overview in the management of human resources in private manufacturing companies engaged in the food and beverage management industry sector (Fast Moving Consumer Good/FMCG).

LITERATURE REVIEW

Emotional Intelligence

Emotional Intelligence is the ability to recognize, understand, manage, and use emotions effectively in a variety of situations (Putri Mukhlisa et al., 2024). Emotional Intelligence is a major focus in understanding how individuals can better interact with themselves and others. Emotional intelligence includes the ability to control impulses, deal with stress, self-motivate, and form healthy social relationships (Putri Mukhlisa et al., 2024).



According to (Julian et al., 2021) Emotional intelligence is one of the efforts of the ability to control one's own emotions and control the emotions of others and to feel, understand the feelings of others and to motivate oneself and others. Emotional intelligence can put individual emotions in the right position, sorting out satisfaction and regulating mood is the essence of good social relationships (Razali et al., 2023).

From the above explanation it can be concluded that emotional Intelligence (emotional intelligence) is a person's ability to recognize, understand, and manage emotions themselves and others effectively. These abilities include self-control, stress management, self-motivation, empathy for the feelings of others, and building healthy social relationships. The essence of emotional is to put emotions in the right portion so that the individual can interact and relate to others in a positive and harmonious way.

According to (Wibowo et al., 2015) there are 5 indicators of Emotional Intelligence:

- a. Self-Awareness
- b. Self-Regulation
- c. Self-Motivation
- d. Empathy
- e. Interpersonal Skill

Workload

Workload (workload) is a work-related demand imposed on employees within a certain period of time. Workload can be a stressor for the employee concerned and has the possibility to influence the attitude and behavior of employees (Afrianty et al., 2022). Workload includes physical and mental workloads, due to workloads are too heavy or physical abilities that are too weak can result in an employee suffering from an occupational disorder or disease.

According to (Timothy et al., 2025) Workload is any form of work given to human resources within a certain period of time. Workload that is considered burdensome for employees and triggers fatigue continuously will increase the chances of employees leaving the company (Pipit Mulyah et al., 2020).

Indicators Workload (Aprilyanto & Adhitya, 2025) argued that there are several indicators of variable workload, namely:

- a. Targets to be achieved.
- b. Working Conditions.



- c. Use of time.
- d. Job standards.

Burnout

Burnout is a condition of physical, emotional, and mental exhaustion caused by excessive and prolonged work stress. Burnout is a psychological phenomenon in the modern era, associated with chronic stress experienced by a person in a prolonged manner due to work (Arroisi et al., 2022).

Burnout is a complex and prolonged psychological condition that arises from chronic work stress that is not managed properly it is concluded that burnout is a psychological condition that occurs due to the ineffectiveness of coping strategies in individuals to overcome the source of stress experienced (Nelma and Hafsari, 2019).

According to (Nurmayanti, 2017) Burnout progresses slowly and imperceptibly until the individual finds himself experiencing physical, emotional, and mental exhaustion as a result of being trapped in a situation that requires emotional involvement for a long time.

According to (Hermawati et al., 2021) burnout indicator consists of 4 indicators as follows :

1. Physical fatigue.
2. Mental fatigue.
3. Emotional exhaustion.
4. Low self-esteem.

Human Management Perspective

In the human-centered management perspective, burnout is defined as a condition of physical, emotional, and mental fatigue that arises due to prolonged work pressure, thereby reducing the meaning of work, motivation, and individual capacity to contribute optimally. In islam, man is seen as a complete being: physical, mental, social, and spiritual. Therefore, the burnout condition is understood as a disturbance in the balance in these overall dimensions due to unbalanced pressures and demands. Allah SWT confirms that humans are indeed created with the nature of working hard, but not to be burdened until damaged mentally and physically. As explained in (P. Al-Balad: 4)

لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي كَبَدٍ

“Indeed, we have created mankind in hardship”



This verse shows that fatigue is a part of life, but it does not mean that man should be forced to work to the limit of his humanity.

Hypothesis Submission

A hypothesis is a provisional answer to a research question. Research questions derived from the alleged causes of the problem derived from the results of research as well as the experience or observation of researchers. These conjectures are then confirmed with theoretical foundations resulting in research questions. Then from the research questions produced a conceptual framework that contains the selected variables to be studied. These variables are defined in an operational definition table as the basis for the hypothesis test (Heryana, 2020). Based on the identification of the problem and the framework of thought that has been described, the hypothesis or conjecture while in this study is formulated as follows:

- H₁ : Emotional Intelligence has a positive and significant effect on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung.
- H₂ : Workload has a positive and significant effect on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung.
- H₃ : Emotional Intelligence, and Workload simultaneously affect employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung.

RESEARCH METHOD

In this study, the type of research used is quantitative research. According to (Sugiyono, 2013) quantitative method is called the traditional method, because this method has been used long enough so that it has been passed down as a method for research, this method is called the positivistic method because it is based on the philosophy of positivism, this method is called the quantitative method because the research data in the form of numbers and analysis using statistics. This study is descriptive because it aims to examine the independent variables (independent) and dependent variables (dependent). Thus this study uses the type of descriptive quantitative research.

Descriptive research is research that is directed to provide symptoms, facts or events systematically and accurately, regarding the properties of populations or regions. This study provides an overview of how the influence of Emotional Intelligence, and Workload on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung. Sampling techniques used are purposive sample, sampling is done by selecting subjects based on certain criteria or goals. To determine the number of samples in this study, Slovin formula is used with



an error rate of 5%, which resulted in a sample of 135 people from 203 employees of PT Indofood CBP Sukses Makmur Tbk Lampung. The slovin formula is as follows:

$$n = \frac{203}{1 + 203 (0,05)^2}$$
$$n = \frac{203}{1 + 203 (0,0025)}$$
$$n = \frac{203}{1,5075}$$
$$n = 135$$

Ket: N = Number Of Samples
N = Total Population
(e)² = Desired error rate (Margin of Error)

(Sekaran & Bougie, 2017) stating questionnaire (questionnaire) is a tool used to collect data through a series of questions that have been designed with the aim of measuring research variables. The questionnaire contains a series of questions that are used to collect data from respondents. Questions can be closed-ended questions with predefined answer choices or open-ended questions that allow respondents to give free responses. Questionnaires in this study were given to employees of PT Indofood CBP Sukses Makmur Tbk Lampung. Data analysis techniques using the help of SEM SmartPLS Software (Partial Least Square-Structural Equation Modeling).

Analysis Measurement Outer Model

According to (Ghozali & Latan, 2015) measurement model testing shows how manifest variables or observed variables present latent variables to be measured. According to (Ghozali & Latan, 2015) outer model or measurement of the outside aims to specify the relationship between latent variables with indicators. The analysis phase on the outer model is measured using validity and reliability testing this analysis is carried out to determine that the measuring instrument used is suitable (valid and reliable) for measurement. Tests conducted on the outer model is :

Validity test according to (Maulana, 2022) is a test used to show the extent to which the measuring instrument used in a measure what is measured. Validity test is used to measure the validity or validity of a questionnaire, a questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.



Hypothesis Testing

Hypothesis according to (Kurniawan & Puspitaningtyas, 2016) is a temporary answer to the formulation of a problem that has been established that needs to be tested for truth through statistical tests. Hypothesis testing is done by looking at the value of probability and its T-statistics. For probability values, the p-value with alpha 5% is < 0.05 . The T-table value for alpha 5% is 1.96. So that the hypothesis acceptance criteria is when $T\text{-statistics} > t\text{ table}$ (Ghozali & Latan, 2015). The significance level used to ensure significance level is 5% (0.05). If $t\text{ statistic} > t\text{ table}$ then H_0 is rejected and H_1 is accepted. If $t\text{ statistic} < t\text{ table}$ then H_0 is accepted and H_1 is rejected.

Analysis of the Inner Model

Aims to predict the relationship between latent variables, inner model is a structural model that is used to predict the causal relationship between latent variables (Ghozali & Latan, 2015). The structural Model is estimated using the R-square test.

R-Square (R^2) Model is used in research to determine the effect of an independent variable on the dependent variable. RSquare value of 0.33-0.67 is included in the medium category, and if the result is 0.29 - 0.33 is included in the weak Category (Ghozali & Latan, 2015).

RESULTS AND DISCUSSION

The results of this study were presented based on the analysis of quantitative data obtained through the distribution of questionnaires to selected respondents. The analysis

Evaluation Outer Model

The outer model evaluation was conducted to assess the validity and reliability of the model. Pls algorithm calculation is presented in the following figure:

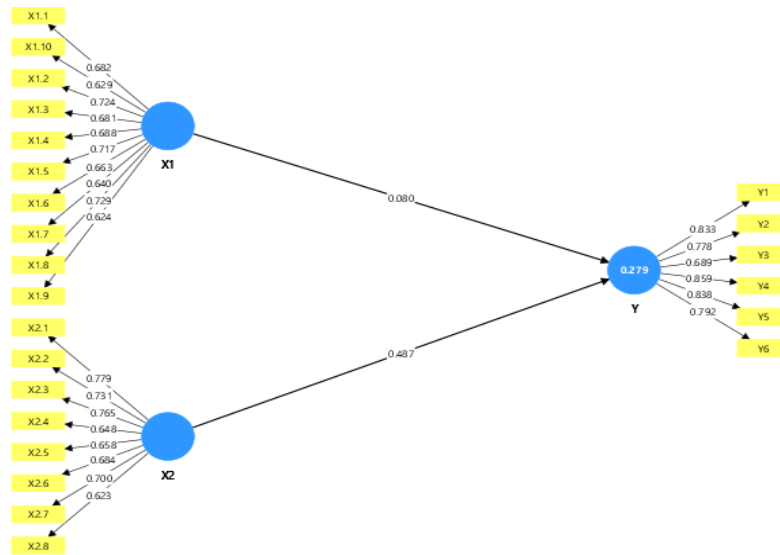


Figure 1
Outer Model Chart

Source: Olah primary data, 2025

Validity Test

Done to ensure that the questionnaire used is really able to measure the research variables appropriately.

Convergent Validity

Convergent validity means that a number of indicators consistently measure the same latent variable. An indicator is declared valid if all outer loading values > 0.5. The following is the result of the convergent validity calculation based on the loading value obtained.

	X1	X2	Y
X1.1	0.682		
X1.10	0.629		
X1.2	0.724		
X1.3	0.681		
X1.4	0.688		
X1.5	0.717		
X1.6	0.663		
X1.7	0.640		
X1.8	0.729		
X1.9	0.624		
X2.1		0.779	
X2.2		0.731	



X2.3		0.765	
X2.4		0.648	
X2.5		0.658	
X2.6		0.684	
X2.7		0.700	
X2.8		0.623	
Y1			0.833
Y2			0.778
Y3			0.689
Y4			0.859
Y5			0.838
Y6			0.792

Figure 2
Outer Model

Source: primary data processed, 2025

Table 1
Value of Outer Model

X1	X2	Y
0.682	0.779	0.833
0.724	0.731	0.778
0.681	0.765	0.689
0.688	0.648	0.859
0.717	0.658	0.838
0.663	0.684	0.792
0.640	0.700	
0.729	0.623	
0.624		
0.629		

Source: primary data processed, 2025

Based on the table above, it can be seen that each indicator has met the convergent validity criteria, indicated by the outer loading values which are all more than 0.6. The value of each indicator is in the range from 0.624 to 0.792. This indicates that the indicator used is sufficient to represent the measured



variable. Furthermore, the test can be continued to the next stage, the discriminant validity test.

Discriminant Validity

Discriminant validity testing refers to the value of Average Variance Extracted (AVE), IE Ave is required to be more than 0.5 (Ghozali, 2015). The following results obtained discriminant validity calculation using the value of AVE, which is as follows:

Table 2
Average Variant Extracted Value

Variable	Average Variance Extracted
X1	0.895
X2	0.885
Y	0.914

Source: primary data processed, 2025

Based on Table 2, the AVE value for each construct has met the requirements, which is above 0.5. The construct with the highest Ave value is burnout, while the lowest is workload. Therefore, it can be concluded that the entire construct has passed the discriminant validity test.

Reliability Test

A reliability test is used to measure a questionnaire that has indicators of variables or constructs. The reliability test is based on the value of composite reliability. According to (Ghozali, 2015), the questionnaire is said to be reliable if it has a composite reliability of more than 0.6. The following are the results of composite reliability calculations obtained as follows:

Table 3
Composite Reliability Value

Variable	Composite Reliability
X1	0.895
X2	0.885
Y	0.914

Source: primary data processed, 2025

Table 3 shows the value of composite reliability above 0.6 so that the questionnaire in this study can be considered reliable. In support of these results, reliability was also tested through the Cronbach's alpha value. If the Cronbach's alpha value exceeds 0.7, then the instrument is declared reliable. The Cronbach's alpha calculation results are obtained as follows:

Table 4
Cronbach's Alpha Value

Variable	Cronbach's Alpha
X1	0.897
X2	0.852
Y	0.891

Source: primary data processed, 2025

Table 4 shows that each variable has a Cronbach's alpha value above 0.7. The value indicates that the questionnaire in this study is reliable, so it can be concluded that the instrument has met the reliability test criteria.

Evaluation of the Inner Model

In this study, hypothesis testing was conducted using the Partial Least Squares (PLS) method with SmartPLS software version 4. The conceptual Model analyzed is described in the form of a schematic in the application.

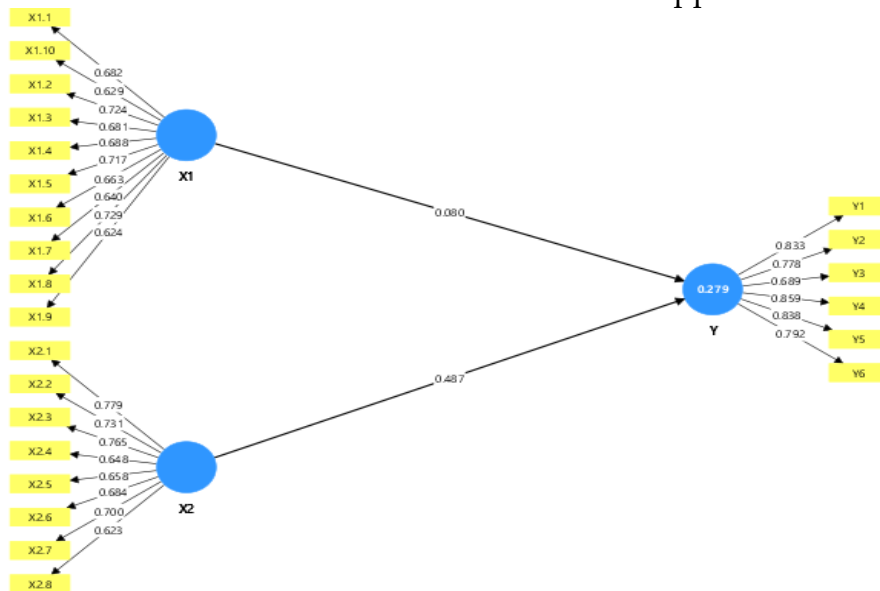


Figure 3
Inner Model

Source: primary data processed, 2025



Path Coefficient Test

Evaluation of the path coefficient aims to determine how much influence is exerted by the independent variable on the dependent variable. Meanwhile, the value of the coefficient of determination (R-Square) is used to assess the extent to which endogenous variables are described by other variables in the model. If the value of R2 is above 0.67, then the influence of exogenous variables on endogenous variables can be categorized as strong. Values between 0.33 and 0.67 indicate moderate influence, while values between 0.19 and 0.33 indicate weak influence (Ghozali, 2015). Data on the significance of predictive models in structural model testing can be seen from the T-statistic value between the independent variable and the dependent variable in the path coefficient table below:

Table 5
Persial T Test

Hypothesis	Relationship Between Variables	Original Sample	T-Statistic	P Values
H1	X1 => Y	0.080	0.433	0.665
H2	X2 => Y	0.487	6.253	0.000

Source: primary data processed, 2025

Based on the table above, it can be explained that the value of emotional intelligence (X1) to employee burnout (Y) is 0.433. While the effect of workload (X2) on employee burnout (Y) is 6,253.

R-Square Test

In evaluating the structural model, the initial step is to assess the value of R-Square on each endogenous latent variable and intervening variables as an indicator of predictive power of the model. The R-Square value of 0.75 indicates a strong model, 0.50 is categorized as moderate, and 0.25 indicates a weak model. The results of the calculation of R-Square in this study were obtained as follows:

Table 6
R-Square Value

Variable	R Square
Y	0.279

Source: primary data processed, 2025



Table 6 above shows that the employee Burnout variable has an R-Square value of 0.279 or 27.9%. Because the value is less than 50%, it can be concluded that the influence of the X construct on Y is classified as moderate. Meanwhile, the remaining 72.1% were influenced by other variables studied outside this study.

Hypothesis Test

Hypothesis testing is done using the t-test. In the one-tailed test, the calculated t value must be greater than 1.66 with a significance level of 5%. To give a clearer picture, the following table 7 shows the statistical t-values and P-Values as a result of the hypothesis.

Table 7
T Statistic Value and P-Values

Hypothesis	Relationship between Variables	T-Statistic (1,66)	P Values (< 0,05)	Information
H ₁	X1 => Y	0.433	0.665	H1 Rejected
H ₂	X2 => Y	6.253	0.000	H2 Accepted

Source: primary data processed, 2025

Based on Table 7, it can be concluded as follows: hypothesis 1 shows that Emotional Intelligence (X1) does not have a positive effect on employee Burnout (Y), indicated by statistical t values of 0.433>1.66 and P Values of 0.665>0.05 so that the hypothesis is rejected. Furthermore, hypothesis 2 shows that Workload (X2) has a positive and significant influence on employee Burnout (Y), as evidenced by statistical t values of 6,253>1.66 and P Values of 0.000<0.05, the hypothesis is accepted.

F Test

The F test is a statistical test used to determine whether the variables Emotional Intelligence and Workload together affect Burnout.

Table 8
F Value

Sum Square	Df	Mean Square	F	P value
2580.933	143	0.000	0.000	0.000
2011.812	132	15.241	0.000	0.000
569.121	2	284.561	18.671	0.000

Source: primary data processed, 2025



Based on Table 8, the Anova regression test results show that the value of the sum of squares regression of 569.121 with degrees of freedom (df) 2 mean square 284.561, produces a value of F count = 18.671 with p-value = 0.000 (< 0.05). This indicates that the regression model is simultaneously significant, so that the independent variable used is able to explain the variation in the dependent variable.

Discussion

1. The effect of Emotional Intelligence on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung

Based on the results of statistical tests, the variable emotional intelligence (X1) does not have a positive effect on employee burnout (Y). This is evidenced by the T-statistic value of 0.433, which is smaller than the T-table value of 1.66 and p-value of 0.665, which is greater than 0.05 then H1 is rejected. That is, changes in the level of emotional intelligence of a person (both high and low) do not produce statistically measurable changes in the level of employee burnout.

The insignificance of the influence of emotional intelligence can also be caused by the characteristics of jobs that demand more physical endurance and adherence to procedures, so that space for personal emotional management is limited. Although employees have the ability to recognize and control emotions well, the pressure of production targets, work shift systems, and fast work rhythms still have the potential to cause work fatigue. This indicates that emotional intelligence is not yet a major factor in reducing burnout in a labor-intensive and results-oriented work environment such as PT Indofood CBP Sukses Makmur Tbk Lampung.

These results show that employees' ability to recognize emotions, manage emotions, and adjust to certain emotional situations is not statistically proven to affect burnout symptoms, such as emotional exhaustion, depersonalization, and decreased work achievement. In other words, emotional intelligence is not a major determining factor in lowering or increasing burnout rates.

This study is in line with several previous studies (Zona et al, 2021) in their research entitled "The effect of Burnout, Emotional Intelligence and Work-Life balance on textile company employees in West Sumatra" also proves that emotional intelligence has a negative effect on employee burnout in companies in West Sumatra. In addition (Frincylya et al, 2025) in the study "burnout dynamics in Primary School Teachers: the role of work stress and



emotional intelligence” concluded that emotional intelligence was not a positive and significant influence on burnout. And supported by research conducted by (Aceh, 2020) in a study entitled “The Influence of Emotional Intelligence, Self Efficacy, social support, and demographics on Burnout in special school teachers (SLB)” get the results that emotional intelligence does not have a positive effect on burnout.

2. The effect of Workload on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung

This study shows that Workload has a positive and significant effect on employee Burnout, with a T-statistic value of 6.253 and a p-value of 0.000. This shows that workload is a factor that directly triggers burnout in employees. The high workload proves to be increasing burnout in employees.

The positive influence shows a direct relationship between workload and burnout, where increased job demands, both in terms of job quantity, work intensity, and time pressure, directly affect the condition of employees' physical and psychological fatigue. The high workload causes employees to have to exert energy, concentration and work time greater than their normal capacity. This condition, if it takes place continuously without being balanced with adequate rest time, has the potential to cause emotional fatigue, decreased work motivation, and decreased employee ability to face job demands.

burnout is a direct result of the imbalance between job demands and employee capacity. When the workload exceeds the limits of individual capabilities, then the risk of burnout will increase significantly. Therefore, workload management is an important aspect in employee burnout prevention efforts. The company needs to ensure that the distribution of tasks is carried out in a proportional manner, the workload is in accordance with the capacity and competence of employees, as well as the organization of adequate work and rest periods.

This result is the same as a study conducted (Niriftita & Fendy, 2021) entitled “The effect of Workload and Social Support on Burnout in health workers during the COVID-19 pandemic” found that workload had a positive and significant effect on burnout in health workers during the COVID-19 pandemic. Research (Amira & Rita, 2022) entitled “The effect of workload and social support on Burnout in Kaeyawan Startup X” also states that workload has a positive and significant effect on burnout in Startup X employees. Further research (Aris Dwi Kurniawan, 2020) entitled “The effect



of Workload and Social Support on Burnout Tallyman with Employee Motivation as Moderation at Pt Tanjung Emas Daya Sejahtera” which gives the result that workload has a positive and significant effect on burnout.

3. The effect of Emotional Intelligence and Workload on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung

Based on the test results of the coefficient of determination (R-Square), the value of R² is 0.279. This shows that the model is only able to explain 27.9% variation of variable Y, while the rest is influenced by other factors outside the model. Adjusted R-square is positive (0.268), indicating a fixed model in explaining the relationship between variables.

A relatively low R² value indicates that burnout is a complex and multidimensional phenomenon. Burnout is not only influenced by individual internal factors such as emotional intelligence and work demands such as workload, but also by various other factors that are not included in this research model. These factors can include work stress, organizational pressure, social support from colleagues and superiors, physical work environment, reward system, job satisfaction, leadership style, and work-life balance.

Meanwhile, the Adjusted R-Square value of 0.268 which is positive indicates that the regression model used remains viable and stable in explaining the relationship between variables. This Adjusted R-Square value has taken into account the number of independent variables in the model, thus providing a more accurate picture of the model's ability to explain burnout variables. The relatively small difference between R² and Adjusted R-Square also indicates that the addition of independent variables in the model does not cause bias or overfitting.

These results indicate that although workload has been shown to have a significant effect on employee burnout, the overall contribution of the model is still limited. In other words, there are other factors that have a greater role in influencing employee burnout than emotional intelligence and workload simultaneously. Therefore, this study provides the implication that organizational efforts in reducing burnout rates can not only be focused on managing workload and developing emotional intelligence, but also need to consider organizational and work environment factors more comprehensively.

This finding is in line with previous research showing that a combination of several organizational factors positively influences burnout. in (Baihaqie & Nugroho, 2024) his research entitled " The effect of Job Stress,



Emotional Intelligence, Work Life Balance, on Burnout Syndrome CV Yasiira employees” states that the two variables together contribute significantly to burnout. Research (Dimas et al., 2025) that emotional intelligence and work stress have an effect on burnout on factory employees in karawang Regency “the effect of Emotional Intelligence and work stress on Burnout on manufacturing employees in Karawang Regency”

Thus, although in the partial test not all variables showed a significant effect, but simultaneously both still provide a collective influence on employee burnout. This confirms that workload is the main factor that directly triggers burnout, while emotional intelligence does not necessarily suppress burnout if it is not balanced by good workload management. Therefore, organizations need to focus more attention on setting a realistic workload, proportionate distribution of tasks, and providing adequate rest time, so that it still encourages the development of employee emotional intelligence as a supporting factor.

4. Emotional Intelligence and Workload against Burnout in employees of PT Indofood CBP Sukses Makmur Tbk Lampung in Tijau in human management perspective

In the perspective of human management, humans are seen as beings who have reason, feelings, and spirituality. Therefore, emotional intelligence or emotional intelligence is considered an important part in shaping healthy and sustainable work behavior. In the Islamic view, the ability to manage emotions is highly valued, especially in terms of restraining anger, being patient, and maintaining morals in interacting. Islam states that man should not be burdened beyond his ability. Workloads that are too heavy and inhumane can damage employee well-being, trigger stress, and cause burnout. As explained in QS. Al-Baqarah verse 286:

لَا يُكَلِّفُ اللَّهُ نَفْسًا إِلَّا وُسْعَهَا لَهَا مَا كَسَبَتْ وَعَلَيْهَا مَا اكْتَسَبَتْ رَبَّنَا لَا تُؤَاخِذْنَا إِنْ نَسِينَا أَوْ أَخْطَأْنَا رَبَّنَا وَلَا تَحْمِلْ عَلَيْنَا إصْرًا كَمَا حَمَلْتَهُ ۗ عَلَى الَّذِينَ مِنْ قَبْلِنَا رَبَّنَا وَلَا تُحَمِّلْنَا مَا لَا طَاقَةَ لَنَا بِهِ ۗ وَاعْفُ عَنَّا وَارْحَمْنَا أَنْتَ مَوْلَانَا فَانصُرْنَا عَلَى الْقَوْمِ الْكَافِرِينَ ۝

“Allah does not burden a soul beyond its capacity. For him is the reward for what he has earned, and for him is the punishment for what he has earned. ”our Lord, do not punish us if we forget or err. Our Lord, do not place on us a heavy burden as you placed on those before us. Our Lord, do not burden us; forgive us, and have mercy on us. You are our helper, so help us against the disbelieving people.”



In the Islamic view, the ability to manage emotions is highly valued and seen as part of noble morals. Islam emphasizes the importance of patience, self-control, and the ability to hold anger in the face of various situations, including in the world of work. (Kholif, 2025) The Prophet (peace and blessings of Allaah be upon him) emphasized that the strong are not those who win physically, but those who are able to control themselves when angry. These values are in line with the concept of emotional intelligence, where individuals who are able to manage their emotions well tend to have more positive work behavior, are not easily depressed, and are able to maintain healthy work relationships with colleagues and superiors.

In the perspective of human management, burnout prevention depends not only on the technical aspects of the organization, but also on the spiritual and emotional personality aspects of employees, so it is important for organizations to develop employee emotional intelligence and also manage workload fairly and humanely.

CONCLUSION

Based on the results of research on the influence of Emotional Intelligence and Workload on employee Burnout PT Indofood Cbp Sukses Makmur Tbk Lampung, it can be concluded the following:

1. Emotional intelligence has no significant effect on employee burnout. The results of statistical tests showed that the level of emotional intelligence of employees, both high and low, did not have a significant effect on the level of burnout. That is, the ability to manage emotions is not the main factor that determines the level of employee fatigue.
2. Workload has a positive and significant effect on employee burnout. Workload is a factor that directly triggers burnout in employees. The high workload proves to be increasing burnout in employees.
3. Emotional intelligence and workload alone account for 27.9% of burnout. The R-Square value of 0.279 indicates that both variables have a very small contribution in influencing burnout. A total of 72.1% control and management of workload is a crucial factor in preventing burnout. Without a realistic and proportionate workload setting, employees will continue to be in a state of high work pressure that has the potential to degrade psychological well-being and overall performance.
4. In the perspective of human management, burnout is seen as a condition that arises when the physical, mental, emotional and spiritual balance is



disturbed. The study's findings reinforce that burnout prevention is not enough just to improve emotional intelligence or manage workload, but also requires a holistic approach that includes human values, ethics, and spirituality in employee management.

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