

The Effect of Work Stress, Work-Family Conflict, and Workload on Job Satisfaction with Job Burnout Mediation and Emotional Intelligence Moderation on Police Members of the Mobile Brigade Unit of the Southeast Sulawesi Regional Police

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Abstract:

This study aimed to determine and examine the influence of work stress, work-family conflict, and workload on job burnout and job satisfaction. In addition, this study was conducted to determine and examine the mediating role of job burnout on the influence of work stress, work-family conflict, and workload on job satisfaction, and to test the moderating role of emotional intelligence on the influence of work stress on job burnout and job satisfaction. The object of this study was the Mobile Brigade Unit of the Southeast Sulawesi Regional Police, with a sample size of 121 married police personnel. Total sampling was used as the sampling technique. The data for this study were collected using a closed questionnaire with each question on each variable. The collected data were then analyzed using descriptive analysis and partial least squares (PLS) analysis using SmartLS 4. The findings of this study indicate that work stress, work-family conflict, and workload have a positive and significant influence on job burnout. Furthermore, work stress, work-family conflict, workload, and job burnout were found to have a negative and significant influence on job satisfaction. Emotional intelligence was found to have the most significant influence on job satisfaction. Furthermore, job burnout was found to be a mediating variable in the influence of work stress, work-family conflict, and workload on job satisfaction, where the mediating role of job burnout on each influence is partial mediation. Finally, in the moderation test, it was found that emotional intelligence could not act as a moderator of the existing influence.

Keywords: Job Stress, Work Family Conflict, Workload, Job Burnout, Emotional Intelligence, Job Satisfaction

Introduction

A person's inability to balance between work and personal life often causes stress that leads to work fatigue and job dissatisfaction. Fisher (2001) explains that work-family conflict is one source of work stress (stressor) that has four main dimensions, namely time conflict, behavior, tension, and energy. Therefore, the balance between the work environment and life outside of work, especially family, needs to be maintained so that there are no clashes that can have a negative impact on the individual's psychological condition. This balance can be achieved if the individual is able to meet the demands of the job without disrupting the roles and responsibilities outside of work.

In the context of police officers, dynamic and stressful working conditions make them vulnerable to burnout and decreased job satisfaction, especially when the work environment is not supportive. One of the triggering factors is work-family conflict. When police officers have difficulty dividing their time between work and family, conflict is inevitable. This conflict can arise from heavy work demands, high work risks, inadequate work facilities, pressure from superiors and coworkers, to family issues such as financial problems, childcare, and communication within the household. The mismatch between expectations and reality at work and at home can trigger burnout and job dissatisfaction.

Work and family are two important aspects that cannot be separated. Police officers spend most of their time meeting the demands of both areas. Although they have different characteristics, work and family depend on each other to support individual life. Through work, individuals not only meet economic needs, but also develop themselves and gain social identity. Meanwhile, family is the main foundation in human social life that also influences a person's work performance and motivation. Therefore, a clear division of roles between work and family is very important. Role ambiguity will cause confusion and increase the risk of burnout.

In the Brimob Unit of the Southeast Sulawesi Regional Police, the problem of work-family conflict is mainly felt by members who are married. Common complaints that arise are related to the division of time between work and family. This is exacerbated by the fact that Saturdays and Sundays are not always holidays, because of the duty schedule. In addition, according to police guidelines, members must be on standby for 24 hours, so they often have to leave their families when they should be gathering. This condition causes psychological stress because members feel they are missing out on valuable moments with their families, lack of time to socialize in the community, and disrupted work concentration due to family problems. Several members also expressed pressure in terms of career achievement in order to make their

families proud, which actually causes them to neglect their family life because they are too focused on work.

The impact of work-family conflict on burnout has been proven in various studies. Attar et al. (2020) showed that work-life balance plays an important role in determining the level of burnout. Viegas and Henriques (2020) found that work-family conflict has a positive correlation with burnout, where police officers who experience this conflict tend to experience higher work fatigue because they do not have space to reduce the pressure they feel. Awwad et al. (2022) also emphasized that workers in the public service sector with high levels of work-family conflict are more susceptible to burnout.

In addition to work-family conflict, another factor that influences burnout and job satisfaction is workload. Workload includes all tasks that must be completed within a certain period of time. Physical workload can be identified directly, for example through decreased productivity or work errors, while mental workload is related to psychic capacity and is not easily detected by the naked eye. Workload arises from an imbalance between individual capacity and job demands, which in the long term can cause overstress, fatigue, or conversely, saturation if too low.

In the Brimob Unit of the Southeast Sulawesi Regional Police, the increase in workload is very noticeable, especially in dealing with anarchic demonstrations and visits by state officials who require extra security. The demand for 24-hour readiness, both inside and outside working hours, increases the high intensity of work. In addition, routine training both in the field and on difficult terrain is part of the obligation that cannot be abandoned. Akca and Küçüköğlu (2020) stated that excessive workload can increase stress and cause burnout. Lopez-Nunez et al. (2020) concluded that work demands that exceed individual capacity can worsen work fatigue. Meanwhile, Naseer et al. (2021) and Jasinski et al. (2021) revealed that workload that is not commensurate with rewards and organizational support can reduce job satisfaction.

However, the various negative impacts of work stress, burnout, and dissatisfaction can be minimized by emotional intelligence. Individuals with high emotional intelligence are able to manage stress more adaptively, thereby increasing job satisfaction and reducing fatigue. Awwad et al. (2022) stated that emotional intelligence helps in managing stress and reducing burnout. Alhempri et al. (2023), Alsughayir (2021), and Tiwari and Bhagat (2021) agree that good emotional control encourages the achievement of job satisfaction and reduces psychological stress. Jalees et al. (2021) also emphasize the importance of the ability to manage emotions in maintaining job satisfaction amidst high work stress.

Although many studies have shown a significant effect of work stress, work-family conflict, and workload on burnout and job satisfaction, there are still differences in the results of previous studies that indicate a research gap. For example, Awwad et al. (2022) found that work stress affects burnout but has no effect on job satisfaction. Baek et al. (2021) and Baigali et al. (2024) stated that stress only affects burnout and has no impact on job satisfaction. On the other hand, Jaegers et al. (2021) concluded that work-family conflict does not always affect burnout. Differences also appear in the effect of workload on job satisfaction. Several studies, such as by Rafizal et al. (2022) and Novianti & Roz (2020), show that workload has no effect on job satisfaction.

In response to the empirical phenomena and research gaps, it is important to further examine how work stress, work-family conflict, and workload affect burnout and job satisfaction, considering the role of emotional intelligence. This study refers to the framework developed by Awwad et al. (2022), by adding the workload variable as a potential cause of burnout and job dissatisfaction, which in the context of the Brimob Unit of the Southeast Sulawesi Regional Police is very relevant considering the characteristics of work that is full of pressure, high readiness, and social responsibility as a protector of the community.

Literature Review

Job Stress

Workplace stress has affected almost every profession, from the highest management level to those directly involved in production (Goswami, 2015). The ever-changing demands of the workplace will increase stress levels tremendously for those under pressure (Ajayi, 2019). In general, work stress is found to be influenced by physical, emotional, social, or economic factors when a person performs his/her daily tasks at work (Adaramola, 2012). It should be noted that work stress affects physical and mental well-being (Goswami, 2015). Work stress is defined as a characteristic of a profession that requires employees to interact intensively with others (Ellison, 2004). Work stress occurs when people interact with each other, or deal with organizational policies and environmental conditions (Stinchcomb, 2008; Miller, 2005). Jaramillo, et al., (2005) defines work stress as a field of inquiry that investigates the relationship between stressors and job strain. This opinion classifies stressors as antecedents or stimuli of job pressure that can be understood at the individual level (e.g., role conflict and role ambiguity) and at the organizational level (e.g., budget cuts, layoffs, mergers and acquisitions).

Job stress is also defined as the result of a work situation in which employees experience feelings of discomfort and distress arising from a discrepancy between available resources and employee job demands (Beehr, et al., 1991). Another definition related to job stress is a damaging physical and emotional response that occurs when job requirements are not equivalent to the employee's abilities, needs, and resources needed to complete a job (National Institute for Occupational Safety and Health (NIOSH), 2002). Job stress according to Vanchapo (2020:37) is an emotional state that arises due to a mismatch between the workload and the individual's ability to deal with the pressure they face.

Work-Family Conflict

Work and family can be said to be the two most important areas in the social life of adults (Isenhour, et al., 2012). As Allen, et al., (2015) argues, the concept of work-family conflict has received attention among practitioners and researchers around the world for years. According to Rhnima and Pousa (2017) work-family conflict generally describes the occurrence of a mismatch in responsibilities created by society in an effort to run human life efficiently. Byron (2005) argues that most research on work-family conflict focuses on role theory which states that roles are the result of other individuals' expectations of what is considered appropriate behavior in a particular position (Isenhour et al., 2012). Work-family conflict is defined as the push and pull between work activities and other related roles (Lockwood, 2003). According to Kossek, et al., (2011), the term work-family conflict defines a situation of dissonance between household and work tasks, resulting in conflict. Netemeyer et al., (1996) defines work-family conflict as a form of inter-role conflict in which the general demands, time commitments, and pressures created by work interfere with the performance of family-related responsibilities. Bakker, et al., (2008) describe work-family conflict as a stress that occurs within oneself, which is transferred to various areas of life as a result of different individual demands. Powell and Greenhaus (2010) describe work-family conflict as a type of inter-role conflict in which the requirements of fulfilling one role (work/family) make it difficult to fulfill the requirements of another role (family/work). The essence of the concept is that some role requirements and responsibilities cannot be fulfilled simultaneously, resulting in negative outcomes such as stress and reduced levels of work involvement (Rantanen, et al., 2008; Sidani & Al Hakim, 2012). Meyer and Rowan (1977) stated that work-family conflict occurs when a person must fulfill two different role demands at the same time. Van Zanden (1993) stated that work-family conflict is an unpleasant situation that can originate

from the individual, the role of the partner, and the social environment, so that people tend to avoid it or try to find a way out.

Workload

Darwish (2000) stated in his literature that life is meaningless without work and that participation in economic activities is a must (Farooq Abbasi, 2015). Altaf and Atif Awan (2011) stated that workload can be caused by various reasons, including long working hours, fewer days off or vacations, stress to work overtime, excessive workload, and expectations to complete tasks in a limited time and with limited resources (Farooq Abbasi, 2015). This occurs when a person experiences a stressful situation, or when the condition demands more than what he or she can process. If the condition is prolonged and uninterrupted, it can cause a variety of behavioral, physical, and psychological disorders and problems (Haq et al., 2020). Excessive workload will result in various problems such as fatigue and exhaustion, extreme overtime work, long working hours, long working periods; receiving shorter breaks, being denied vacations or breaks, or failure to meet deadlines (Jex, 1998). Workload is the perceived relationship between the amount of mental processing ability or resources and the amount required by the task (Hart and Wickens, 1990). Workload is related to the effort that must be expended by a person to meet the demands of the existing job. According to the Decree of the Ministry of State Apparatus (2004) that workload is a number of work targets or target results that must be achieved in a certain time unit under normal circumstances. de Waard (1996) also defines simply that workload is the existence of demands given to humans. Schultz and Schultz (2006) stated that workload is doing too much work in the time available or doing work that is too difficult for employees. Every workload received must be appropriate and balanced with both physical abilities, cognitive abilities and limitations of the person receiving the workload. According to Gibson and Ivancevich (2009) workload is a pressure as a response that cannot be adjusted, which is influenced by individual differences or psychological processes, namely a consequence of every external action on a person.

Job Burnout

Burnout was first coined by Herbert Freudenberger (1974) to describe the emotional exhaustion experienced by young volunteers at a free clinic for drug addicts in New York. Christina Maslach (1976) in her work as a social psychologist who explored coping mechanisms among service workers. Since then, the concept of burnout has received much attention among academics and practitioners. Early definitions of burnout were characterized as a state

definition involving a symptomatic approach to describing burnout (Schabracq, et al., 2003). For example, one of the most frequently cited definitions of burnout comes from Maslach and Jackson (1986) that Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who perform service work in any form. Burnout is generally defined as a state of exhaustion or frustration caused by devotion to a cause, way of life, or relationship that fails to produce expected rewards (Freudenberger, 1980). Then, Maslach, et al., (2001) defined burnout as a psychological syndrome in response to chronic interpersonal stressors in the workplace. According to Winstanley and Whittington (2002), burnout is a dynamic process, related to stress and comes from a combination of low coping mechanisms and high workload. Demerouti, et al., (2001) argue that burnout is caused by heavy workloads resulting from modern lifestyles and work-related pressure demands. Schaufeli and Enzmann (1998) also describe burnout as a continuous negative state of mind related to work in normal individuals which is mainly characterized by exhaustion, accompanied by pressure, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes and behaviors in the workplace.

Emotional Intelligence

The term emotional intelligence was first introduced in 1990 by psychologists Salovey of Harvard University and Mayer of the University of New Hampshire to describe qualities including empathy, expressing and understanding feelings, controlling anger, independence and adaptability, being liked, interpersonal problem-solving skills, perseverance, solidarity, friendliness and respect. Mayer and Salovey (2007) 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. Cooper and Sawaf (2002) suggest that emotional intelligence is the ability to feel, understand and selectively apply the power and ability of emotions as a source of human energy and influence. Intelligence requires an examination of feelings, to learn to recognize, appreciate the feelings of others and oneself and respond appropriately, effectively applying energy in everyday life. where emotional intelligence is also the ability to use emotions effectively to achieve goals, to build productivity and achieve success. Emotional intelligence is two products and two main skills, namely self-awareness skills and self-management skills included in personal competence and the second is social awareness skills and social relationship management skills included in social competence. Personal competence is more focused on oneself as an individual, while social competence is more

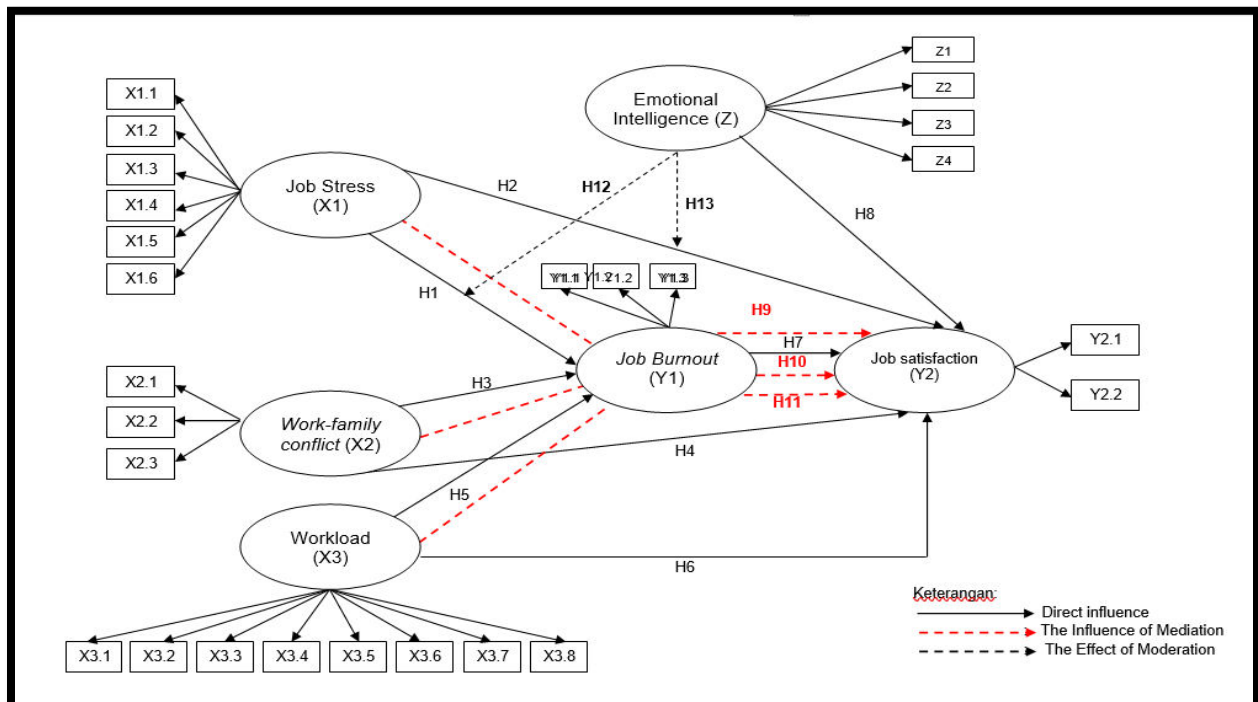
focused on a relationship to others (Bradberry and Greaver, 2007:63). Emotional intelligence refers to a person's basic ability to recognize and use emotions. Cherniss (2001:85) states that emotional intelligence is the ability to see and express emotions, assimilate emotions in the mind, understand and reason with emotions, and regulate emotions in oneself and others. In addition, Robbins (2002) states that someone with high emotional intelligence will be able to know themselves, be able to think rationally and behave positively and be able to establish good social relationships because they are based on an understanding of emotions towards others.

Job Satisfaction

Job satisfaction is one of the most widely studied constructs in the management literature, and has attracted a great deal of research. Understanding the construct of job satisfaction is essential in understanding and predicting individual behavior in the workplace (Cranny, et al., 1992). Job satisfaction is considered a multidimensional concept consisting of an individual's favorable or unfavorable perceptions of their job (Bowen & Cattell, 2008). Favorable and unfavorable attitudes toward work can influence various forms of organizational behavior. Job satisfaction is an important concept to study, as it helps ensure the continued success of an organization (Gunlu, et al., 2010). Job satisfaction has certain implications for an individual's social life at work, is part of an individual's assessment of well-being, and is considered an important component of an organization (Demirel & Erdamar, 2009). The reason why job satisfaction is of concern to organizations is because a satisfied workforce will increase productivity, and this in turn will result in organizational profits (Rafferty & Griffin, 2009). . On the other hand, it has been suggested by Brewer and Selden, (2000) that satisfaction is ensured by the differences arising from psychosomatic assessment procedures including assessments of existing work experiences compared to several individual assessment benchmarks. Milkovich and Boudreau (1997) also define job satisfaction as a pleasant response to job content. Job satisfaction is a crucial variable that is able to provide estimates related to the overall sentiment and assessment formed by workers regarding their work and work location. Thus, job satisfaction shows workers' anticipation regarding the work location and their views regarding their tasks. Consequently, job satisfaction plays a role in the extent to which individual requirements are met in their work (March, 2009). Spector (1997) explains that job satisfaction refers to how a person feels about his/her job and the different aspects of his/her job, in other words, job satisfaction is a development from just a feeling of liking (satisfaction) or disliking (dissatisfaction) on his/her job. Robbins and Judge (2013:78) express

job satisfaction as a general attitude towards one's job that shows the difference between the amount of appreciation received by workers and the amount they believe they should receive. Mathis and Jackson (2001) in the analysis that has been done suggest that job satisfaction is related to a positive emotional state from evaluating one's work experience. The evaluation can be done on one of his/her jobs, the assessment is done as a sense of appreciation in achieving one of the important values in the job.

Figure 1 Conceptual Framework



Research Hypothesis

- H1: Work stress has a positive and significant effect on job burnout
- H2: Job stress has a negative and significant effect on job satisfaction
- H3: Work-family conflict has a positive and significant effect on job burnout
- H4: Work-family conflict has a positive and significant effect on job burnout
- H5: Workload has a positive and significant effect on job burnout
- H6: Workload has a negative and significant effect on job satisfaction
- H7: Job burnout has a negative and significant effect on job satisfaction
- H8: Emotional intelligence has a positive and significant effect on job satisfaction
- H9: Job burnout mediates the effect of work stress on job satisfaction
- H10: Job burnout mediates the influence of work-family conflict on job satisfaction

H11: Job burnout mediates the effect of workload on job satisfaction

H12: Emotional intelligence moderates the effect of work stress on job burnout

H13: Emotional intelligence moderates the effect of work stress on job satisfaction

Research Methods

This research was conducted within the scope of the Southeast Sulawesi Provincial Police, especially in the Mobile Brigade Unit of the Southeast Sulawesi Regional Police. The population in this study were all police officers who had been married for at least 1 year, which based on existing data amounted to 121 people. Due to the limited population, the determination of the number of respondents in this study used the total sampling technique by taking the entire population as research respondents with a total of 121 police officers in the Mobile Brigade Unit of the Southeast Sulawesi Provincial Police. Meanwhile, the research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis.

Research Result

Discriminant Validity

Another method can be done by comparing the Square root of Average Variance Extracted (AVE) value of each latent variable with the correlation between other latent variables in the model. The provision is if the AVE of the latent variable is greater than the correlation with all other latent variables, then it is said to have good discriminant validity, where a good discriminant validity value must be greater than 0.50. The results of the cross loading and AVE analysis can be displayed in table 1.

Table 1 Discriminant Validity Test

Variable	AVE	AVE Root	Latent Variable Correlation					
			Workload	Job Burnout	Emotional Intelligence	Job satisfaction	Job Stress	Work-Family Conflict
Workload	0.680	0.825	1.000	0.570	0.668	0.120	0.162	0.731
Job Burnout	0.768	0.877	0.570	1.000	0.476	-0.117	0.376	0.632
Emotional Intelligence	0.851	0.922	0.668	0.476	1.000	0.526	0.178	0.747
Job satisfaction	0.891	0.944	0.120	-0.117	0.526	1.000	0.186	0.159

n								
Job Stress	0.676	0.822	0.162	0.376	0.178	-0.186	1.000	0.289
Work-Family Conflict	0.813	0.902	0.731	0.632	0.747	0.159	0.289	1.000

Source: Processed primary data, 2024

The data from the analysis of table 1 shows that: from the cross loading value for each latent variable indicator is greater than the value of the other latent variable indicators marked with a bold value greater than the value next to it, meaning it already has good discriminant validity. Likewise, if using an AVE value of 0.755, it is greater than the minimum AVE value of 0.50. Thus, it can be said that the model used has good discriminant validity.

R-Squared (R²)

R-Squared is a measurement that shows how much variation in endogenous latent variables can be explained by exogenous latent variables. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables (X) on endogenous latent variables (Y) whether they have a substantive influence or not. An R-Square value of 0.70 indicates a model at a strong level, 0.50 indicates a model at a moderate level, and 0.25 indicates a model at a weak level (Ghozali, 2012). The results of the R-square analysis are shown in table 2.

Table 2 R-Square Values

Variable	R-square
Job Burnout	0.478
Job satisfaction	0.516

Source: Processed primary data, 2024

The calculation of Q-square using the R-square data in the three models above can be done as follows:

$$Q2 = 1 - (1 - 0.478) * (1 - 0.516)$$

$$Q2 = 0.747$$

Based on the calculation results $Q2 = 0.747$ or 74.7%. This can be interpreted that the variability of the Job Satisfaction construct can be explained by Job stress, Work-family conflict, Workload, Job burnout, and

Emotional intelligence by 74.7%, while the remaining 25.3% is explained by other variables outside the model. Based on this, the resulting model can answer the relationship between variables in this study. Thus, the resulting model is classified as a "Fit" model.

Hypothesis Testing

The results of the analysis that has been done with PLS, then the hypothesis proposed to answer the research question can be tested by comparing the p-value with alpha 5% or 0.05 which is the amount of the tolerable error rate. The results of the analysis of the magnitude of the influence coefficient between the latent variables in question, both direct and indirect influences, along with the total effect and p-value can be seen in table 5. Table 5.15. Results of the analysis of the direct path coefficient and indirect influence and P-Value.

Table 3 Hypothesis Testing

Research Hypothesis				Path Coefficient	P values	Information
H1	Job Stress	→	Job Burnout	0.214	0.001	Significant
H2	Job Stress	→	Job satisfaction	-0.165	0.030	Significant
H3	Work-Family Conflict	→	Job Burnout	0.379	0.009	Significant
H4	Work-Family Conflict	→	Job satisfaction	-0.193	0.046	Significant
H5	Workload	→	Job Burnout	0.254	0.016	Significant
H6	Workload	→	Job satisfaction	-0.199	0.040	Significant
H7	Job Burnout	→	Job satisfaction	-0.282	0.000	Significant
H8	Emotional Intelligence	→	Job satisfaction	0.965	0.000	Significant

Source: Processed primary data, 2024

Testing the Effect of Mediation

Based on the results of testing conducted on indirect influences using the Smart PLS Version 4 analysis tool, the following results were found.

Table 4 Testing the Effect of Mediation

Independent Variables	Intervening Variables	Dependent Variable	Indirect Influence	Information	Significance of Direct Influence	The Nature of Mediation
Work Stress	Job Burnout	Job satisfaction	-0.060	Sig.	0.030	Partial Mediation
Work-Family Conflict	Job Burnout	Job satisfaction	-0.107	Sig.	0.046	Partial Mediation
Workload	Job Burnout	Job satisfaction	-0.072	Sig.	0.040	Partial Mediation

Source: Processed primary data, 2024

Moderation Effect Testing

Based on the results of the tests conducted on the influence of moderation to answer the research hypothesis using the SmartPLS Ver. 4 analysis tool, the following results were found.

Table 5 Testing the Effect of Moderation

Variable			Moderation Coefficient	Sig	Direct Coefficient	Nature Moderation
Independent	Moderation	Dependent				
Job Stress	Emotional Intelligence	Job Burnout	-0.080	0.287 (no sig.)	0.816 (no sign)	No Moderation
Job Stress	Emotional Intelligence	Job satisfaction	-0.010	0.916 (no sig.)	0.030 (Sig.)	No Moderation

Source: Processed primary data, 2024

Discussion

Job Stress Against Job Burnout

The results of the study showed that work stress had a positive and significant effect on job burnout in police personnel at the Brimob Unit of the Southeast Sulawesi Regional Police. This means that the higher the level of work stress felt, the higher the level of work fatigue experienced. Work stress characterized by nervousness, inability to complete tasks, and anger due to situations beyond control contributes to increased burnout, especially in the dimensions of emotional exhaustion, depersonalization, and decreased personal achievement (Babakus et al., 2008; Choi et al., 2010; Ivancevich, 2006; Sauter & Murphy, 1995). Although the effect of work stress on job burnout was only 21.4%, indicating that there are still other factors that influence burnout, work

stress remains an important factor that needs to be considered. The condition of personnel who are mostly married and young also worsens stress levels, given the pressure from both the work environment and personal life. This finding is also in line with previous studies such as those conducted by Awwad et al. (2022), Cho (2024), Wang et al. (2020), Senol-Durak et al. (2021), and Kazim and Rafique (2023) which showed that work stress has a significant contribution to increasing work fatigue. Therefore, the Brimob Unit of the Southeast Sulawesi Regional Police needs to take preventive measures such as providing preparedness training, preparing appropriate workloads, developing competencies, and continuous mental and emotional coaching to minimize the impact of work stress and increase the effectiveness of personnel work.

Job Stress on Job Satisfaction

Based on the results of the analysis, this study shows that work stress has a negative and significant effect on the job satisfaction of police personnel at the Brimob Unit of the Southeast Sulawesi Regional Police. Personnel who experience high work stress tend to experience emotional disturbances that have an impact on the implementation of tasks and reduce job satisfaction, both intrinsically and extrinsically. This indicates that work stress originating from the inability to complete tasks, work pressure, and unstable emotional conditions can reduce satisfaction with work and the work environment. This finding is consistent with the Job Demand-Control Model theory by Karasek (1979) and the Conservation of Resources (COR) Theory by Hobfoll (1989), which explains that high work demands without adequate control and recovery will reduce job satisfaction. This is also reinforced by research by Demerouti et al. (2001) and Bagheri et al. (2018) which states that work stress has a negative impact on work results and job satisfaction. Although the path coefficient value is relatively small (-0.165), work stress still contributes to decreased job satisfaction, especially in terms of feelings of nervousness, anger, and inability to control work situations. Another dominant aspect is intrinsic satisfaction, which is the main determinant in shaping job satisfaction. Efforts to reduce work stress through workload management, increasing competence, support from superiors and coworkers, and aligning responsibility with authority are very important to maintain emotional balance and increase personnel job satisfaction. This finding is also in line with the results of research from Viegas and Henriques (2020), Attar et al. (2021), Wang et al. (2020), and Rhineberger-Dunn and Mack (2020), which stated that high work stress has a significant impact on decreasing job satisfaction due to the mismatch between expectations and reality in the work environment.

Work-Family Conflict Against Job Burnout

The results of this study indicate that work-family conflict has a positive and significant effect on job burnout on police personnel of the Brimob Polda Sultra Unit. This means that the higher the conflict felt by personnel between work and family demands, the higher the level of work fatigue they experience, both emotionally and physically. This conflict arises when the workload reduces the time and quality of interaction with family, and when work pressure or behavior is carried over into family life, causing an imbalance of roles that ultimately drains the psychological resources of personnel (Allen et al., 2000; Netemeyer et al., 2005; Lizano et al., 2014). The pressure-based conflict aspect was found to be the dominant trigger for work-family conflict, while the depersonalization aspect was the main indicator of burnout experienced. Based on the characteristics of the respondents, such as young age and low length of service, the lack of experience in separating work and family matters also worsened the burnout conditions experienced. Therefore, organizations need to take strategic steps such as providing special time for family, holding family gatherings, and emphasizing the boundaries between work and personal life so that personnel do not bring workloads home. This is also important to prevent organizational losses due to decreased work performance. This finding is in line with previous studies such as Awwad et al. (2022), Liu et al. (2020), Dodanwala & Shrestha (2021), Zhao et al. (2022), and Allgood et al. (2024) which concluded that work-family conflict contributes significantly to increasing job burnout in various work sectors.

Work-Family Conflict on Job Satisfaction

Based on the analysis results, it was found that work-family conflict (WFC) had a negative and significant effect on the job satisfaction of personnel of the Brimob Polda Sultra Unit. This means that the higher the conflict between work and family roles felt by personnel, the lower the level of job satisfaction. This conflict generally arises when work demands interfere with family responsibilities or vice versa, which then has an impact on disrupting well-being, the emergence of negative moods, and decreased job satisfaction from both intrinsic and extrinsic aspects. The most dominant conflict felt is pressure-based conflict, while the strongest form of job satisfaction is intrinsic satisfaction. However, time-based conflict is the main trigger for WFC because personnel feel that time for family is taken up by the high workload. These results support Role Theory which states that role conflict causes decreased job satisfaction (Kahn et al., 1964), and is also in accordance with the findings of Bruck et al. (2002) and Kossek et al. (1999) which emphasize that failure to meet work and family demands has an impact on job satisfaction. The path

coefficient value of -0.193 indicates a relatively small but significant effect. This shows that although its influence is not large, work-family conflict remains a factor that needs to be considered because it can gradually cause fatigue and job dissatisfaction. To overcome this, it is important for organizations to understand and value the work-life balance of personnel, as well as provide flexibility and negotiation space in assignments. This finding is reinforced by research by Viegas and Henriques (2020) which shows that WFC and job stress have a negative impact on job satisfaction in the police sector. Saddiq's research (2020) also states that excessive workload increases job dissatisfaction and stress, while Dodanwala and Shrestha (2021) emphasize that WFC in construction workers can cause emotional exhaustion and decreased job satisfaction.

Workload on Job Burnout

Based on the results of the study, it was found that workload has a positive and significant effect on job burnout on personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. This means that the higher the workload received, the higher the level of work fatigue, both emotionally, physically, and psychologically. High workload includes a large number of tasks, time pressure, and demands to work extra hard in uncomfortable conditions, which if continued can cause emotional exhaustion, depersonalization, and decreased personal achievement (Bakker et al., 2005; Demerouti et al., 2001; Schaufeli et al., 2019; Meijman & Mulder, 1998). However, the results of the analysis show that the effect of workload on burnout is in the small category (25.4%), which can be explained by the readiness of Brimob personnel in dealing with workload through training and development that is in accordance with the demands of the task. Most personnel feel able to manage the workload, although they admit that there is pressure that can cause stress. The fatigue felt is generally still within reasonable limits and does not interfere with work professionalism. However, there are also a number of personnel who experience severe fatigue due to high work demands, so organizations need to pay attention to the balance between workload and supporting resources. Aspects such as time pressure, work comfort, workload, and depersonalization and emotional exhaustion are the main concerns that need to be followed up through training, appropriate work team formation, and task management based on personnel competencies. This finding is in line with several previous studies, such as that conducted by Eikenhout et al. (2022) which showed that inappropriate workload and work schedules are the main causes of work fatigue in the police environment. Research by Gao et al. (2022) also found that high workloads without adequate

facility support caused burnout in correctional personnel. In addition, Lopez-Nunez et al. (2020) stated that low psychological capital and high work pressure increase the risk of burnout. This is also reinforced by the findings of Akca and Küçükoğlu (2020) and Saputro et al. (2020) who concluded that workload is positively correlated with the level of work fatigue experienced by organizational members.

Workload on Job Satisfaction

Based on the research results, it was found that workload has a negative and significant effect on the job satisfaction of personnel at the Brimob Unit of the Southeast Sulawesi Regional Police. This shows that the higher the workload felt, the lower the level of job satisfaction experienced by personnel. High workloads such as time pressure, excessive workloads, and mismatch between competencies and tasks can cause physical and mental fatigue which has an impact on decreasing job satisfaction, both intrinsically and extrinsically. This finding is consistent with the Job Demand-Resources (JD-R) Model, and strengthens the views of Hoonakker (2012), Beheshti et al. (2014), and expectancy theory, which state that work pressure that is not balanced with adequate resources will decrease job satisfaction. Although the influence coefficient of -0.199 is relatively small, it still shows a real impact, which can be reduced by providing appropriate compensation and career development opportunities. The results of the analysis also revealed that disproportionate work distribution and high time pressure are the main causes of dissatisfaction. Therefore, it is important for the Brimob Unit to adjust the workload to the competence of personnel, provide adequate support facilities, and strengthen mental readiness to face urgent situations. This finding is in line with research by Jasinski et al. (2021), Naseer et al. (2021), Rostami et al. (2021), and Dwijayanti et al. (2020) which states that high workload can reduce job satisfaction due to the mismatch between expectations and actual work conditions. Optimizing the division of tasks and increasing organizational support are important steps in maintaining and improving personnel job satisfaction.

Job Burnout on Job Satisfaction

The results of the analysis show that job burnout has a negative and significant effect on job satisfaction of personnel at the Brimob Unit of the Southeast Sulawesi Regional Police. This indicates that the higher the level of work fatigue felt, either in the form of emotional exhaustion, depersonalization, or decreased personal achievement, the level of job satisfaction, both intrinsically and extrinsically, will decrease. Burnout causes decreased work enthusiasm, negative attitudes towards tasks and coworkers, and decreased

effectiveness and productivity which ultimately reduce job satisfaction. This finding is in line with the Job Burnout Theory and Herzberg's Two Factor Theory, where burnout is related to poor hygiene factors such as lack of social support and an uncondusive work environment (Herzberg, 1959; Maslach & Jackson, 1981). This finding is also supported by several previous studies such as Buunk & Schaufeli (2018) which states that work fatigue has an impact on changes in job satisfaction, and Baugh et al. (2020) which states that the elements that form burnout can interfere with the achievement of job satisfaction. The results of the statistical test showed that the effect of burnout on job satisfaction was at a low level (coefficient -0.282), which indicates that although work fatigue often occurs, personnel can still tolerate it because it is supported by a relatively positive work environment. Depersonalization was found to be the most dominant dimension in forming burnout, while the extrinsic satisfaction aspect was the part that needed the most attention. To reduce the impact of burnout and increase job satisfaction, it is recommended that the Brimob Unit of the Southeast Sulawesi Regional Police provide social support, supervision, training, and job rotation. It is also important to provide rewards for work achievements and adjust the workload to the capacity of the personnel. This study is in line with the findings of Awwad et al. (2022), Wang et al. (2020), Senol-Durak et al. (2021), Liu et al. (2020), and Dodanwala & Shrestha (2021), all of which concluded that burnout has a negative impact on job satisfaction, both in the banking, service, and construction sectors.

Emotional Intelligence Towards Job Satisfaction

Based on the research results, it was found that emotional intelligence has a positive and significant effect on job satisfaction of personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. Personnel who are able to manage their emotions well tend to have a positive view of work, coworkers, superiors, and the organization, which has an impact on increasing job satisfaction. This includes the ability to manage stress, build interpersonal relationships, show empathy, control oneself in decision making, and deal with work conflicts effectively. This influence is reinforced by the results of statistical tests with a path coefficient value of 0.965 which is classified as very strong. Empirically, this is influenced by the training and education received by personnel, which shapes their understanding of controlling emotions professionally. These findings support the theory of emotional intelligence (Mayer & Salovey, 2007) and the Range of Affect Theory, and are in line with previous studies such as El Khouly et al. (2011), Sy et al. (2006), and Alhempfi et al. (2023) which emphasize that emotional intelligence is an important predictor of job satisfaction. Respondent characteristics such as length of

service and level of education also play a role in the formation of emotional intelligence that supports job satisfaction. The aspects of regulating emotions and assessing the emotions of others were found to be the most dominant factors, while the aspects of using emotions and assessing one's own emotions need to be improved through training, mentoring, and personnel capacity development. Other studies such as Alsughayir (2021), Jalees et al. (2021), and Valor-Segura et al. (2020) also show that the ability to control emotions is positively correlated with job satisfaction because it helps individuals adjust expectations and reduce the risk of work conflict. Therefore, increasing emotional intelligence is important to support work harmony and a positive image of the police organization.

Mediation of Job Burnout on Work Stress to Job Satisfaction

Based on the results of the analysis, it was found that job burnout mediated the effect of work stress on job satisfaction in personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. The effect that occurred was negative, where high work stress triggered work fatigue, which ultimately decreased the job satisfaction of personnel. However, the level of stress and burnout felt by personnel in general was still relatively controllable, and job satisfaction remained at a good level, especially in aspects of intrinsic satisfaction such as empowerment, independent work opportunities, and involvement in varied tasks. Further analysis showed that work stress had a significant direct effect on job satisfaction, and also had an indirect effect through burnout, so that burnout acted as a partial mediator. This means that work stress still has a dominant direct effect on decreasing job satisfaction, although this effect is also strengthened by the presence of emotional and mental work fatigue. This finding is in line with the Cognitive Appraisal Theory, where stress arises due to an imbalance between job demands and individual resources, as well as the Conservation of Resources Theory (Hobfoll, 1989) and the Job Demands-Resources Model (Demerouti et al., 2001), which state that high job demands without sufficient recovery will trigger burnout and decrease job satisfaction. This finding is also supported by previous studies, such as Awwad et al. (2022) which states that burnout mediates the effect of job stress on job satisfaction in banking employees, Wang et al. (2020) which found that job stress increases the likelihood of burnout and decreases job satisfaction, and Senol-Durak et al. (2021) which also confirmed the mediating role of burnout in the relationship between job stress and job satisfaction. Therefore, organizations need to pay serious attention to job stress in order to prevent prolonged fatigue and maintain job satisfaction, for example through relaxation activities, free time, or a more proportional rearrangement of the workload.

Mediation of Job Burnout on Work-Family Conflict to Job Satisfaction

Based on the analysis results, it was found that job burnout mediated the influence of work-family conflict on job satisfaction in personnel of the Brimob Unit of the Southeast Sulawesi Regional Police with a negative influence. Role conflict between work and family experienced by personnel can increase the level of work fatigue, which ultimately decreases job satisfaction. Although in general the level of work-family conflict and burnout can still be controlled by personnel, this conflict still has an impact on the effectiveness of task implementation and perceptions of job satisfaction. Testing shows that the direct influence of work-family conflict on job satisfaction is greater than the indirect influence through job burnout, so that burnout acts as a partial mediator. This finding illustrates that role conflict experienced by individuals in balancing work and family demands increases stress and emotional exhaustion, which then decreases job satisfaction. This is in accordance with the Work-Family Conflict Theory which states that role conflict between work and family increases stress and exhaustion which has a negative impact on job satisfaction, as well as the Demand-Control-Support (DCS) Theory which emphasizes that an imbalance between work demands, individual control, and social support can exacerbate stress and burnout, thereby decreasing job satisfaction. This finding also confirms previous research by Awwad et al. (2022) and Viegas and Henriques (2020) who showed that work-family conflict worsens burnout and decreases job satisfaction, and Liu et al. (2020) who revealed that role conflict can cause prolonged work fatigue which decreases work effectiveness and results. Therefore, attention to role conflict management and burnout prevention is very important to improve personnel satisfaction and performance.

Mediation of Job Burnout on Workload to Job Satisfaction

The results of the analysis show that job burnout negatively mediates the effect of workload on job satisfaction of personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. Workloads that exceed personnel capacity cause increased work fatigue which has an impact on decreasing job satisfaction. Empirically, most personnel feel that the workload can still be handled, but some experience overload which interferes with task completion and increases fatigue levels. Job satisfaction is generally still relatively good, especially supported by a conducive work environment. The test shows partial mediation, where the direct effect of workload on job satisfaction is greater than the indirect effect through job burnout. This finding indicates that excessive workload directly reduces job satisfaction, and job fatigue exacerbates this effect. This finding is in line with the Job Demand-Control

(JD-C) Model which explains that an imbalance in work demands increases stress and burnout which leads to decreased job satisfaction, as well as Burnout Theory which emphasizes that excessive workload triggers emotional exhaustion and depersonalization which reduces job satisfaction. This study also supports the findings of Awwad et al. (2022), Dwijayanti et al. (2020), and Akca & Kucukoglu (2020) who stated that work fatigue mediates the negative effect of workload on job satisfaction, where high work demands cause significant fatigue and reduce output and job satisfaction. Therefore, optimal workload management is very important to minimize fatigue and increase personnel job satisfaction.

Moderation of Emotional Intelligence on Work Stress Against Job Burnout

The test results show that emotional intelligence does not significantly moderate the effect of work stress on job burnout in personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. This indicates that the work stress experienced is more influenced by external pressure and high physical workload, so that the individual's ability to manage emotions is not enough to reduce or strengthen the impact of this stress. Work fatigue that arises due to work stress is a condition that is difficult to control with emotional intelligence alone because the heavy workload and limited completion time cause rapid physical and mental fatigue. This finding also shows that the direct effect of emotional intelligence on job burnout and its moderating role are not significant, indicating that working conditions in the police are different from other agencies so that fatigue is difficult to avoid even though individuals have high emotional intelligence. This finding is contrary to the results of research by Awwad et al. (2022) and Tiwari and Bhagat (2021) which state that emotional intelligence plays an important role in reducing the impact of work stress on work fatigue, where individuals with high emotional intelligence are able to minimize the negative effects of work stress on burnout.

Moderation of Emotional Intelligence on Job Stress and Job Satisfaction

The results of the analysis show that emotional intelligence does not moderate the effect of work stress on job satisfaction in personnel of the Brimob Unit of the Southeast Sulawesi Regional Police. Although emotional intelligence has a significant and dominant direct effect on job satisfaction, this ability is not enough to reduce the negative impact of work stress on job satisfaction. In other words, emotional intelligence acts as an important predictor of job satisfaction, but does not function as a moderator in the relationship between work stress and job satisfaction. This finding is in line with the research of Awwad et al. (2022) which also stated that emotional intelligence does not moderate the relationship between work stress and job

satisfaction, but contradicts the findings of Jalees et al. (2021) which states that emotional intelligence can moderate the impact of work stress on job satisfaction.

Conclusion

Based on the results of the analysis and discussion that have been described previously, this section presents the conclusions of the research results, as follows: Work stress has a positive and significant effect on job burnout felt by police personnel. This means that the higher the level of work stress experienced by existing police personnel, the level of work fatigue, both emotionally, depersonalization, and decreased personal achievement of personnel will also increase. Work stress has a negative and significant effect on job satisfaction of police personnel. This finding reveals that the higher the work stress caused by the inability of personnel to control the work they have, the lower the job satisfaction, both intrinsically and extrinsically. Work-family conflict has a positive and significant effect on job burnout felt by police personnel. This finding can be interpreted that the more severe the level of role conflict felt by personnel, both towards their work and their family, the higher the level of work fatigue suffered by the personnel. Work-family conflict has a negative and significant effect on job satisfaction of police personnel. This result can be interpreted that the more severe the condition of work-family conflict experienced by police personnel, the lower the level of job satisfaction they feel, both intrinsically and extrinsically. Workload has a positive and significant effect on police personnel job burnout. This can be interpreted that the greater the pressure and workload given to personnel, the higher the job burnout experienced. Workload has a negative and significant effect on police personnel job satisfaction. This can be interpreted that the greater the level of workload given to personnel, the lower the job satisfaction they feel, both intrinsically and extrinsically. Job burnout has a negative and significant effect on police personnel job satisfaction. These results indicate that the more severe the level of work fatigue suffered by personnel in carrying out their work, the lower their job satisfaction will be. Emotional intelligence has a positive and significant effect on police personnel job satisfaction. This shows that the better the level of emotional intelligence of personnel, the higher the job satisfaction felt, both intrinsically and extrinsically. This influence is also the most dominant influence compared to other influences. Job burnout plays a role in mediating the effect of work stress on personnel job satisfaction, where the nature of the mediation is partial mediation. This can be interpreted that work stress experienced by personnel accompanied by work fatigue can cause a decrease in the level of job satisfaction felt. Job burnout plays a role in

mediating the influence of work-family conflict on personnel job satisfaction, where the nature of the mediation is partial mediation. This finding can be interpreted that the greater the work-family conflict felt by personnel accompanied by increased work fatigue can cause a decrease in perceived job satisfaction. Job burnout plays a role in mediating the influence of workload on personnel job satisfaction, where the nature of the mediation is partial mediation. This can be interpreted that a high workload that results in increased work fatigue can cause a greater decrease in job satisfaction. Emotional intelligence was found to be unable to moderate the influence of work stress on job burnout. These results indicate that emotional intelligence possessed by personnel has no impact on the level of work stress that causes fatigue at work. Emotional intelligence was found to be unable to moderate the influence of work stress on job satisfaction. These results can be interpreted that emotional intelligence possessed by personnel does not contribute to changes in the influence of work stress on job satisfaction.

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