



# The Effect of Job Stress, Job Burnout, and Emotional Intelligence on Job Satisfaction of Employees of Animal Feed Companies in Grobogan, Central Java

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**Abstract.** This study aims to analyze the effect of Job Stress, Job Burnout, and Emotional Intelligence on Job Satisfaction of employees of animal feed companies in Grobogan, Central Java. The data used in this study is primary data. The sampling method used is purposive sampling, with 189 employees as the respondents. Hypothesis testing using simple linear regression analysis for each pair of variables with the help of the 25th version of the SPSS application. The results show that Job Stress has a negative effect on Job Satisfaction, Job Burnout has no negative impact on Job Satisfaction, and Emotional Intelligence has a positive effect on Job Satisfaction. The managerial implication in this study is that company management should pay more attention to the welfare and happiness of employees inside and outside the company, do a fair allocation of tasks and working hours for employees by adjusting the duties and workload according to the position and age of the employee, provide special training by providing case studies. Or problems that require teamwork and involve more employees, such as hearing opinions and input from employees aimed at the company's progress.

**Keywords:** Job Stress, Job Burnout, Emotional Intelligence, Job Satisfaction.

## 1 Introduction

### 1.1 Background

In the current era of globalization, competition between companies is getting tougher. Companies must quickly adapt and improve quality in various sectors, including human resources. Employees, as part of human resource management, have a very crucial role because the better the quality of work produced by employees, the better the business performance of the company [13]. To maintain good performance from employees, the company must pay attention to their level of Job Satisfaction. According to research conducted by a survey agency in the world of work, namely Mercer, in 2022, as many as 55% of employees of large companies in Southeast Asia, including Indonesia, have a low level of Job Satisfaction, thus causing higher inflow and outflow of employees. From the survey results, it is known that one of the factors driving the decrease in the level of Job Satisfaction from employees is the salary.

Companies and employees are two parties who need each other, but sometimes, company management and employees have different views, causing problems within

the company. When employees are satisfied, they will work more productively, while dissatisfied employees have lower productivity levels and trigger an increase in Job Stress levels [2]. Job Stress is a feeling of pressure from an employee because the workload obtained exceeds or is beyond their ability [3]. This can affect the personal life of employees, such as messy sleeping hours, decreased appetite, and difficulty concentrating. Job Stress can also arise when employees experience Job Burnout, which causes employee performance to decrease and increases the risk of errors. The characteristics of employees who share Job Burnout are reduced motivation at work, emotionally unstable, and quickly discouraged [24]. Companies need to make policies that make employees feel more cared for, such as reducing the workload, ensuring security, supporting employees to develop their interests and hobbies, and rewarding employees who contribute positively every month. Because the positive contribution of an employee is very influential on the company's business performance, companies need to have employees with a high level of Emotional Intelligence. Because employees with high levels of Emotional Intelligence can provide inspirational motivation by identifying feelings of stress and frustration. In addition, employees can regulate these emotions to reduce stress and overcome negative feelings in their workplace [3]

Grobogan is one of the centers of corn and rice in Central Java. Besides being able to be consumed daily, corn is one of the basic ingredients for making animal feed, so there are several animal feed companies operating in Grobogan, Central Java, including PTPTPT. Japfa Comfeed Indonesia Tbk and PT. Malindo Feedmil Tbk. Both are listed as public companies on the IDX (Indonesian Stock Exchange). According to the annual reports of the two companies, in 2020, Japfa was the second largest animal feed company with a net profit of 1.2 trillion rupiahs, followed by Malindo in fourth place with a total net loss of -38 billion rupiahs.

Previous research examined Job Burnout, Emotional Intelligence, and Job Satisfaction of employees at 14 banks in Palestine conducted by [3]. Another study from [7] also discusses the same thing about Job Stress and Job Satisfaction in the hospitality industry in Taiwan. In contrast to previous studies, in this study, modifications were made, and the sampling process was carried out on employees of an animal feed company in Grobogan, Central Java.

## **1.2 Research Problem Formulation**

Are There Any Effects of Job Stress, Job Burnout, and Emotional Intelligence on Job Satisfaction of Employees of Animal Feed Companies in Grobogan, Central Java?

## **1.3 Research Purposes**

(1) To analyze Job Stress, Job Burnout, Emotional Intelligence, and Job Satisfaction of employees of animal feed companies in Grobogan, Central Java. (2) To analyze the effect of Job Stress on Job Satisfaction of employees of animal feed companies in Grobogan, Central Java. (3) To analyze the effect of Job Burnout on Job Satisfaction of employees of animal feed companies in Grobogan, Central Java. (4) To analyze the influence of Emotional Intelligence on Job Satisfaction of employees of a feed company in Grobogan, Central Java.

## 2 Literature Review

### 2.1 Theoretical Framework

**Job Satisfaction.** Job Satisfaction refers to employee satisfaction and is considered subjective well-being at work. Personal well-being includes happiness, satisfaction, and positive emotions [9]. Job Satisfaction is a pleasant emotional state measured by the employee's assessment of the work experience gained by them [4]. Job Satisfaction is a positive emotional response from employees to various aspects of work [12]. Job Satisfaction describes employees' feelings about their work, environment, and leadership where they work. Employee's Job Satisfaction is determined based on the environment and how the employee is treated where they work [11].

**Job Stress.** Job Stress is a condition of fatigue experienced by employees both physically and mentally as a result of too much work pressure in a competitive work environment [7]. Job Stress can also cause emotional instability and affect employee thinking [19]. Job Stress is an interaction process that occurs when employees feel that the demands of the work they get exceed their abilities, causing frustration, fatigue, and dissatisfaction with work [9]. The incompatibility of employees and the portion of work causes Job Stress; this arises due to tension in the work process. [18] added that Job Stress forms a negative relationship between employees and the work environment.

**Job Burnout.** Job Burnout is a condition of decreasing the effectiveness and efficiency of an employee in his work, with the source of fatigue often found as physical, eye, nervous, and environmental fatigue [14]. Job Burnout is mainly understood as a state of physical, emotional, and mental exhaustion caused by excessive workload and demands [24]. Symptoms of Job Burnout are characterized by a lack of enthusiasm in carrying out work. If left unchecked, Job Burnout will make the level of productivity and employee performance decrease [26]. Job Burnout experienced by employees can affect the relationship between employees and colleagues or employees with superiors [5]. On the other hand, Job Burnout not only reduces employee productivity and effectiveness but also can potentially increase employee turnover intentions [22].

**Emotional Intelligence.** Emotional Intelligence is the capacity of employees to manage and understand their emotional level [21]. Emotional Intelligence is a mechanism for using emotions to help achieve targets, solve problems, take advantage of opportunities, and motivate oneself [10]. Emotional Intelligence can be interpreted as the ability to control emotions both in oneself and in others to be able to adapt to changes that occur in the work environment [23]. According to [20], Emotional Intelligence is an ability or skill helpful in identifying, assessing, and controlling emotions in self and others. Therefore, Emotional Intelligence can be used as a tool to understand the emotional perception of others so that it can be a solution in solving a problem [1].

### 2.2 Conceptual Framework

One of the factors that causes the level of Job Satisfaction to decrease is excessive workload, which significantly drains employees' physical and psychological resources, thus making employees work harder and making Job Stress levels rise [7]. The higher the Job Stress experienced by employees, the lower the perceived level of Job

Satisfaction. On the contrary, the lower the Job Stress, the higher the level of Job Satisfaction.

Another factor that makes Job Satisfaction levels decrease is Job Burnout [3]. A decrease in Job Satisfaction can occur when employees feel Job Burnout, allowing employees to work half-heartedly and inconsistently [6]. Job Satisfaction will decrease when the work demands that employees get are too heavy, resulting in energy exhaustion [3].

Job Satisfaction levels can increase when employees have high Emotional Intelligence because employees with high Job Satisfaction also have high Emotional Intelligence [8]. The story of Job Satisfaction felt by employees is influenced by high levels of Emotional Intelligence, such as being able to manage emotions in difficult situations, feeling other people's feelings, and motivating [16].

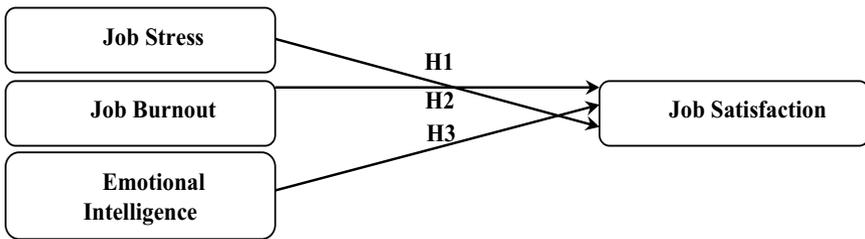


Fig. 1. Conceptual framework.  
Source: [3; 7]

## 2.3 Hypothesis Development

The characteristics of a job that are complicated and full of risks have the potential to increase employee Job Stress. [7] who conducted a study on hotel employees in Taiwan, found that Job Stress affects the level of Job Satisfaction. According to the research results from [15], one of the causes of declining Job Satisfaction is the need for more attention by company management to the condition of employees in the banking industry in Bangladesh.

### **H1: There is a negative effect of Job Stress on Job Satisfaction**

Job Burnout is one of the factors that causes the level of Job Satisfaction of bank employees in Palestine to decline [3]. [25] their research on bank employees in China stated that the job demands imposed on employees must be in accordance with the portion and level of their position so that the risk of employees experiencing Job Burnout can be reduced.

### **H2: There is a negative effect of Job Burnout on Job Satisfaction**

Employees with high levels of Emotional Intelligence can easily adapt to the work environment. They can empathize with colleagues, thereby creating a positive perspective that triggers the formation of Job Satisfaction, according to [8] in their research on hotel employees in South Korea. Emotional Intelligence affects employee attitudes in acting to control themselves in a positive direction, thus encouraging the creation of Job Satisfaction, according to [17] in their research on hospital employees in Nigeria.

### **H3: There is a positive influence of Emotional Intelligence on Job Satisfaction**

### 3 Research Method

The research method used in this research is descriptive quantitative, based on the analysis of [3; 7]. The purpose of using descriptive quantitative methods in this study is to test the hypothesis. The sampling method used is purposive sampling. The criteria or conditions needed to fill out the questionnaire are employees of an animal feed company in Grobogan, Central Java, namely PTPTPT. Japfa Comfeed Indonesia Tbk and PT. Malindo Feedmill Tbk. The total sample used in this study is 189 respondents, so the factor loading value that the statement is said to be valid is 0.45. The data collection method used is cross-sectional because the data from the questionnaire was collected in the same period. Measurement of statement is using a Likert scale.

**Table 1.** Validity test results.

Variable	Indicators	Factor Loading	Descriptions
<b>Job Stress</b> [3]	1. In the last month, how often have you been upset because of something that happened unexpectedly?	0,851	Valid
	2. In the last month, how often have you been upset because of something that happened unexpectedly?	0,815	Valid
	3. In the last month, how often have you felt nervous and stressed?	0,847	Valid
	4. In the last month, how often have you found that you could not cope with everything you had to do?	0,831	Valid
	5. In the last month, how often have you found that you could not cope with everything you had to do?	0,827	Valid
	6. In the last month, how often have you thought about things you must accomplish?	0,830	Valid
<b>Job Burnout</b> [3]	1. During my work, I often feel emotionally drained	0,837	Valid
	2. After work, I tend to need more time than in the past to relax and feel better	0,871	Valid
	3. After my work, I usually feel worn out and weary	0,870	Valid
	4. It happens more and more often that I talk about my work in a negative way	0,839	Valid
	5. Lately, I tend to think less at work and do my job almost mechanically	0,850	Valid
	6. Sometimes, I feel sickened by my work tasks	0,862	Valid
<b>Emotional Intelligence</b> [3]	1. I understand what I feel	0,659	Valid
	2. I have a good understanding of my own emotions	0,754	Valid
	3. I understand how I feel	0,774	Valid
	4. I always know my friend's emotions from their behavior	0,757	Valid
	5. I have a good understanding of the emotions of people around me	0,799	Valid
	6. I always set goals for myself and then try my best to achieve them	0,805	Valid
	7. I always tell myself I am a competent person	0,728	Valid
	8. I would always encourage myself to try my best	0,802	Valid
	9. I have reasonable control of my own emotions	0,767	Valid
	10. I can always calm down quickly when I am furious	0,812	Valid

<b>Job Satisfaction</b> [3; 7]	1. I feel fairly satisfied with my job	0,830	Valid
	2. I enjoy my job more than my free time	0,794	Valid
	3. Most days, I am enthusiastic about my work	0,833	Valid
	4. I feel happy with the task I get	0,826	Valid
	5. I feel that the salary I receive	0,831	Valid

Source: Results of data processing 25<sup>th</sup> version of SPSS

Based on the table above, all statement items used in this study have a factor loading value of more than 0.45, meaning each statement item is valid.

**Table 2.** Reliability test results.

Variable	Items	Cronbach's Alpha	Description
<b>Job Stress</b>	6	0,912	Reliable
<b>Job Burnout</b>	6	0,926	Reliable
<b>Emotional Intelligence</b>	10	0,921	Reliable
<b>Job Satisfaction</b>	5	0,878	Reliable

Source: Results of data processing 25<sup>th</sup> version of SPSS

Based on the table above, all variables have a Cronbach's alpha value of more than 0.60, which means that the questionnaire in this study is declared reliable.

**Table 3.** Characteristics of respondents.

Characteristics	Demography	Frequency	Percentage (%)
<b>Gender</b>	Male	137	72,5
	Female	52	27,5
<b>Age</b>	20-29 years old	85	45
	30-39 years old	65	34,4
	40-49 years old	24	12,7
	50-59 years old	15	7,9
<b>Last Education</b>	Senior/Vocational High School	100	52,9
	Diploma	56	29,6
	Bachelor	28	14,8
	Master	5	2,6
<b>Years of Service</b>	< 1 year	5	2,6
	1-3 year	52	27,5
	4-6 year	75	39,7
	> 6 year	57	30,2

Source: Results of data processing 25<sup>th</sup> version of SPSS

Based on the table above, it is known that employees of animal feed companies in Grobogan, Central Java, are dominated by men, who have a frequency of 137 people with a percentage of 72.5%. Ages 20-29 have the most significant frequency, namely 85 people, with a percentage of 45%. The last education with Senior/Vocational high school had the largest frequency, namely 100 people, with a percentage of 52.9%. Employees with 4-6 years of service have the greatest frequency, namely 75 people, with a percentage of 39.7%.

**Table 4.** Descriptive statistics.

Variable	Mean	Std. Deviation
Job Stress	1,617	0,9253
Job Burnout	1,552	0,9362
Emotional Intelligence	4,020	0,9157
Job Satisfaction	4,162	0,9461

Source: Results of data processing 25<sup>th</sup> version of SPSS

Based on the table above, it is known that all variables have a mean higher than the standard deviation value, which means that the level of variation in the data in this study is low.

**Table 5.** Hypothesis test results.

Variable	Estimation ( $\beta$ )	Sig	Conclusion
Job Stress $\rightarrow$ Job Satisfaction	-0,620	0,000	H1 Supported
Job Burnout $\rightarrow$ Job Satisfaction	0,054	0,539	H2 Not Supported
Emotional Intelligence $\rightarrow$ Job Satisfaction	0,339	0,000	H3 Supported

Source: Results of data processing 25<sup>th</sup> version of SPSS

Based on the table above, it is known that the significance value in H1 is  $0.000 < 0.05$ . That is, H1 is supported by an estimation value ( $\beta$ ) of  $-0.620$ . The significance value in H2 is  $0.539 > 0.05$ . This means that H2 is not supported by an estimation value ( $\beta$ ) of  $0.054$ . The significance value on H3 is  $0.000 > 0.05$ . That is, H3 is supported by an estimation value ( $\beta$ ) of  $0.339$ .

## 4 Discussion

Based on the results of the H1 test, it was found that Job Stress had a negative effect on Job Satisfaction. The results of this study support previous research conducted by Cheng and Kao (2022), which found that Job Stress experienced by employees can reduce Job Satisfaction [7]. This can happen if the demands and workloads received by employees are too excessive so that employees cannot complete the work, which is their responsibility. The role of animal feed companies in Grobogan, Central Java, in assigning tasks to employees must be adjusted to the level of position so that employees can contribute optimally without feeling nervous and stressed so that employees feel enthusiastic and happy with their work.

The results of the H2 test show that Job Burnout has no negative effect on Job Satisfaction. The results of this study are supported by previous research, which found that Job Burnout had no negative effect on Job Satisfaction because even though employees experienced Job Burnout, they received appropriate rewards or wages so that their Job Satisfaction level remained high. A similar condition also applies to employees of an animal feed company in Grobogan, Central Java. The high level of Job Burnout from employees does not have a negative effect on their Job Satisfaction. This can happen because, even though employees experience Job Burnout, employees feel they are familiar with the characteristics of the work they get, so employees are used to it.

The H3 test results show that Emotional Intelligence has a positive effect on Job Satisfaction. The results of this study support previous research conducted by Awwad et al. (2022), who argued that the higher the level of Emotional Intelligence possessed by employees, the more positive effect on their level of Job Satisfaction [3]. This can happen when employees of an animal feed company in Grobogan, Central Java, have an excellent emotional understanding of themselves and others around them, can set goals, and encourage themselves to do their best to feel more enthusiastic about their work.

## 5 Conclusion, Implication, And Suggestions

From the results of the research obtained, it is concluded that employees do not feel Job Stress in the last few months, so the level of Job Satisfaction of employees remains high. Employees think that they need more time to rest after work, but on the other hand, they feel happy with the tasks they get. So, even though employees experience Job Burnout, their level of Job Satisfaction remains the same. Employees think that they can manage and regulate their own emotions so that they can articulate actions to achieve high Job Satisfaction. The managerial implications of this research include: (1) company management can make routine agendas such as vacation together once a year so that the level of employee Job Stress towards the company decreases. (2) company management should pay more attention to the welfare of employees both inside and outside the work environment, such as creating a comfortable work atmosphere to decrease the level of Job Burnout experienced by employees. (3) company management should provide special training by providing case studies or problems related to demands for teamwork. It is intended that employees can learn to share responsibilities, increase empathy, and understand the opinions of other employees so that their Emotional Intelligence level improves. (4) company management should involve employees more, such as listening to opinions and input from employees aimed at the progress of the company, so that a good working relationship between superiors and employees appears, which has an impact on increasing Job Satisfaction. Suggestions for further research are (1) expanding the scope of research by conducting research on employees of animal feed companies in other areas or researching companies in different industrial sectors so that research results become more varied. (2) increase the number of research respondents so that the scope of research becomes wider.

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