

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

Navigating Employee Burnout in the Banking Sector: The Interplay of Emotional Intelligence and Organizational Support at Bank Sulselbar Masamba Branch

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ABSTRACT

This study aims to analyze the influence of emotional intelligence and organizational support on employee burnout at Bank Sulselbar, Masamba Branch. Utilizing a quantitative approach with a causal associative design, data were collected through structured questionnaires distributed to a total population of 36 employees. Due to the limited population size, a saturated sampling (census) technique was applied. Data analysis was conducted using Multiple Linear Regression through SPSS software version 30. The partial statistical results indicate that both emotional intelligence ($t = -1.827$; sig. 0.077 > 0.05) and organizational support ($t = -1.214$; sig. 0.233 > 0.05) have a negative but non-significant influence on employee burnout. However, the simultaneous testing (F-test) reveals that both variables collectively exert a significant effect on mitigating burnout, with a significance value of 0.016 < 0.05. The R-Square value of 0.220 indicates that the independent variables contribute 22% to the variance in employee burnout, while the remaining 78% is explained by other factors outside this research model. This study concludes that while internal psychological traits and external managerial resources are insufficient to reduce burnout independently, their integration acts as a critical strategic buffer against work exhaustion in the banking sector. Implications: Bank management is highly recommended to synergize specialized emotional coping training with structural organizational support, such as adjusting work demands and introducing psychological assistance programs, to effectively lower burnout levels.

Keywords: Emotional Intelligence, Organizational Support, Employee Burnout, Saturated Sampling, Banking Sector.

I. Introduction

The contemporary banking sector currently operates in a highly volatile business environment, characterized by massive digital transformation and increasingly complex customer service expectations. These conditions place banking employees at high risk of occupational stress due to intense cognitive and emotional workloads. In 2019, the World Health Organization (WHO) defined burnout as an occupational syndrome resulting from poorly managed, chronic workplace stress. Global data from Deloitte (2022) reinforces this urgency by showing that approximately 77% of professionals experience burnout, which directly impacts work quality by up to 91%. In Indonesia, this phenomenon poses a serious challenge for the



banking industry, where pressure to achieve financial targets often neglects employee psychological well-being (Putra & Andriani, 2025).

The Masamba Branch of Bank Sulselbar, as part of the Regional Development Bank (BPD), plays a strategic role in driving the local economy, involving intensive interaction with the community. The nature of the work, which demands high precision, risk management, and consistent excellent service, creates psychological stress for its employees. Although initial observations indicate that operations are continuing normally, signs of mild emotional exhaustion and decreased work motivation are beginning to be observed in the field. If not addressed preventively, these symptoms have the potential to develop into chronic burnout, which can be detrimental to institutional productivity and individual mental health (Wahid, 2024).

In mitigating these risks, the interaction between internal and external resources is crucial. According to Social Exchange Theory (SET), a healthy reciprocal relationship between employees and the organization can serve as a bulwark against work stressors. Internally, emotional intelligence acts as a self-regulatory mechanism that enables employees to manage emotional distress and develop constructive responses (Goleman, 2024). Externally, organizational support, encompassing emotional, instrumental, and informational aspects, provides employees with a sense of security that their contributions are valued (Khote et al., 2024). However, the effectiveness of these two variables in reducing burnout rates is often tested separately, leaving a conceptual gap regarding their simultaneous influence (Saputra et al., 2025). This study aims to bridge this gap by analyzing the influence of emotional intelligence and organizational support on employee burnout at Bank Sulselbar Masamba Branch. The novelty of this study lies in its focus on regional development banks that have specific organizational culture characteristics and customer dynamics, which are often overlooked in national-scale research. The findings of this research are expected to provide theoretical contributions to the human resource management literature and practical contributions to Bank Sulselbar management in formulating adaptive and sustainable psychological intervention strategies.

To comprehensively understand the phenomenon of burnout in high-pressure environments, this study anchors its analysis on the framework of Social Exchange Theory (SET). According to SET, organizational behavior and employee psychological outcomes are determined by a reciprocal exchange process where individuals continuously evaluate the ratio of their personal costs (emotional and cognitive investment) to organizational rewards (support and recognition). In a healthy workplace ecosystem, an equilibrium between internal psychological resources and external structural resources forms a formidable psychological buffer against job stressors. However, when the emotional demands placed upon an employee vastly exceed the resources available, the perceived failure of this social exchange mechanism inevitably triggers chronic work exhaustion. Within this theoretical paradigm, emotional intelligence functions as a crucial internal regulatory mechanism, whereas organizational support operates as an external structural safeguard. Despite the theoretical consensus on these resources, their empirical interaction in simultaneously mitigating burnout under intense operational pressure remains an unresolved conceptual ambiguity.

This conceptual gap is further magnified when examining the unique empirical landscape of Regional Development Banks (Bank Pembangunan Daerah / BPD), such as Bank Sulselbar Masamba Branch. Unlike large-scale national commercial banks that operate with highly standardized corporate structures, regional bank branches are deeply embedded within local cultural dynamics, requiring employees to maintain specific, high-touch interpersonal relationships with the local community. Banking professionals at Bank Sulselbar Masamba Branch face a unique dual pressure: they must strictly adhere to rigid institutional performance targets, risk management protocols, and digital transformation mandates while simultaneously managing intense, emotionally demanding customer service interactions that require deep emotional labor. This specific high-stakes context often forces employees to suppress genuine emotions to maintain professional compliance, accelerating emotional exhaustion. Consequently, a distinct empirical gap emerges regarding how internal emotional competencies and external institutional backing interact to suppress burnout in a decentralized, regionally distinct banking branch.

Therefore, this study aims to bridge these conceptual and empirical gaps by analyzing the simultaneous and partial dynamics of emotional intelligence and organizational support on employee burnout at Bank Sulselbar Masamba Branch. The novelty of this research lies in its explicit focus on a regional development bank branch, an organizational setting that possesses localized cultural nuances and distinct operational pressures often overlooked by broad, macro-level national studies. By investigating this specific environment, the findings are expected to provide refined theoretical contributions to human resource

management literature and actionable, context-specific interventions for bank management to safeguard employee mental health while sustaining institutional productivity.

II. Literature Review and Hypothesis Development

2.1. Emotional Intelligence

Emotional intelligence is an individual's fundamental ability to identify, process, and effectively regulate emotions, both within themselves and in social interactions (Goleman, 2024). In the professional banking sector, emotional intelligence is viewed as a strategic competency that enables employees to remain adaptive amid fluctuating work pressures. According to Mardhotillah (2023), strong self-regulation skills help individuals avoid being swept away by work stress, thereby preventing self-devaluation, which is the root of mental exhaustion. Furthermore, emotional intelligence is crucial in facilitating emotional labor in the banking sector, where institutions require employees to consistently demonstrate positive emotional regulation and excellent customer service without neglecting their personal mental health (Utami & Kharismasyah, 2022). Employees with high emotional intelligence tend to be better able to manage interpersonal conflict, read customers' emotional cues, and maintain stable work motivation, thus mitigating the risk of chronic emotional exhaustion early on (Putra & Andriani, 2025).

H₁: Emotional Intelligence has a negative and significant effect on employee burnout at Bank Sulselbar Masamba Branch

2.2. Organizational Support

Organizational support reflects employees' objective perceptions of the extent to which their employer values their contributions and cares about their psychological well-being (Eisenberger et al., 2020). In the banking sector, organizational care, encompassing emotional, instrumental, informational, and consistently rewarding dimensions, is a crucial element in fostering a sense of security and trust (Janiarti et al., 2025). A supportive work climate at Regional Development Banks (BPD) strengthens the psychological bond between individuals and the organization, enabling employees to feel a moral obligation to provide their best dedication in accordance with the principle of reciprocity in social exchange (Mardhotillah 2023).

When employees at Bank Sulselbar Masamba Branch experience strong organizational support, particularly through clear information sharing and adequate appreciation, the pressure of high workloads can be minimized, preventing chronic burnout (Ramadhanty 2023). This support acts as an external protective factor, strengthening employee resilience in the face of demanding work targets and systematically suppressing the emergence of cynicism in the workplace (Rahmawati, 2024).

H₂: Organizational support has a negative and significant effect on employee burnout at Bank Sulselbar Masamba Branch

2.3. Employee Burnout

Burnout is a psychological syndrome that arises as a prolonged response to chronic interpersonal stressors in the workplace. This concept was first popularized by Maslach, who identified three main dimensions: emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment. According to Putra and Andriani (2025), in the banking industry, which has a fast-paced work pace and high targets, burnout often manifests as physical and mental exhaustion, leaving employees feeling drained of energy. This phenomenon not only impacts individual well-being but can also disrupt professionalism in customer service (Dewi et al., 2023).

The causes of burnout among employees at Bank Sulselbar Masamba Branch can be analyzed through an imbalance between job demands and available resources, both internal and external. Maulida et al. (2026) explain that when the emotional demands of serving the public are not accompanied by good emotional regulation skills and adequate institutional support, employees are vulnerable to emotional detachment or apathy towards their work. Furthermore, Mukhtar (2021) emphasizes that burnout prevention is highly dependent on the effectiveness of individual emotional intelligence and the presence of

organizational support as a support system. By understanding the root causes of burnout, organizations can design appropriate interventions to maintain productivity and employee mental health sustainably.

2.4. Conceptual Framework and Variable Interactions

To thoroughly elucidate how the research variables interact with one another, this study operationalizes the Job Demands-Resources (JD-R) Model as an integrative theoretical lens. Within the banking ecosystem, employee burnout is structurally triggered by chronic Job Demands, which include intensive workload, stringent performance metrics, and the continuous requirement of Emotional Labor. According to the JD-R theory, the psychological deterioration caused by these high demands can be significantly mitigated through the mobilization of two distinct categories of Job Resources: internal personal resources and external structural resources. In this model, Emotional Intelligence (X1) serves as a critical internal personal resource. Employees possessing high emotional competencies are inherently adept at navigating the strain of emotional labor; they can efficiently monitor, regulate, and channel internal stress, thereby preventing emotional exhaustion from cascading into severe depersonalization. Concurrently, Perceived Organizational Support (X2) functions as an indispensable external structural resource. When bank management provides concrete instrumental backing, empathetic leadership, and clear information, it fosters a secure working environment that reinforces the employee's psychological resilience.

The dynamic interaction between these variables is simultaneous rather than purely linear. When an internal personal capability (Emotional Intelligence) is augmented by a robust external institutional cushion (Organizational Support), a powerful synergetic buffering mechanism is established. This integrated resource structure directly counteracts the corrosive effects of job demands and emotional labor. Consequently, while a deficiency in either resource leaves a banking professional highly vulnerable to stress, their simultaneous alignment successfully attenuates the advancement of burnout, effectively preserving both the mental health of the individual and the operational productivity of the institution.

H3: Emotional Intelligence and Organizational Support have a simultaneous influence on employee burnout at Bank Sulsebar Masamba Branch

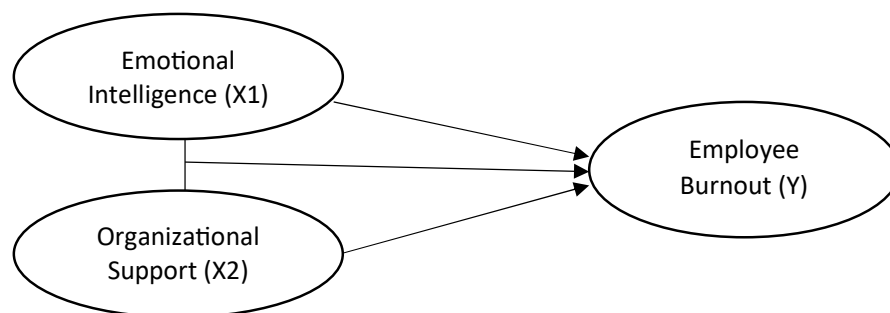


Figure 1. Conceptual Framework

III. Research Methodology

3.1. Research Design and Approach

This study adopts a rigorous quantitative approach utilizing a causal associative research design. A quantitative approach is mathematically justified as it allows for the objective measurement of psychological and organizational constructs through statistical estimation. The causal associative design is explicitly selected to examine the direction and magnitude of the structural impact exerted by the independent variables Emotional Intelligence (X1) and Perceived Organizational Support (X2) on the dependent variable, Employee Burnout (Y).

3.2. Population and Sampling Technique

The target population for this research comprises all permanent and active contractual employees working at Bank Sulselbar, Masamba Branch. Given the relatively small institutional size, a saturated sampling technique commonly referred to as a census was applied, resulting in a total sample size of 36 respondents ($N = 36$). The methodological justification for using a saturated sampling technique relies on its distinct advantage of eliminating sampling error entirely, as the sample size equals the population size, thereby guaranteeing a perfect, unbiased representation of the specific organizational ecosystem at the Masamba branch. However, a acknowledged limitation of this technique is its constraint regarding macro-level generalization; the empirical findings are highly context-specific to this regional branch and may not automatically reflect the broader dynamics of large-scale national commercial banks.

3.3. Data Collection Instruments and Procedures

Primary data were gathered via a structured digital questionnaire developed using Google Forms, which was distributed securely to the respondents' corporate communications network to ensure a high response rate and data confidentiality. The research instrument is operationalized using a 5-point Likert scale to measure respondents' degrees of agreement:

- a. Emotional Intelligence (X1) is measured through 5 operational dimensions adapted from Goleman's framework: self-awareness, self-regulation, motivation, empathy, and social skills.
- b. Perceived Organizational Support (X2) is measured through 4 operational dimensions adapted from Eisenberger's framework: emotional support, instrumental support, informational backing, and reward appreciation.
- c. Employee Burnout (Y) is structurally operationalized using Maslach's 3 core dimensions: emotional exhaustion, depersonalization/cynicism, and reduced personal accomplishment.

3.4. Data Analysis Procedures

To ensure the replication and empirical integrity of the study, data were subjected to a multi stage statistical procedure via SPSS version 30 software. First, measurement quality was evaluated using basic instrument tests:

- a. Validity Testing: Conducted by comparing the Pearson Product-Moment correlation (r -compute) against the statistical r -table value at a 5% significance level ($df = N - 2 = 34$; r -table = 0.329). Items are valid if r -compute > 0.329 and $p < 0.05$.
- b. Reliability Testing: Evaluated using the internal consistency method. An instrument is deemed structurally reliable if its Cronbach's Alpha coefficient exceeds the minimum threshold of 0.60.

Second, hypotheses were empirically tested using Multiple Linear Regression Analysis based on the structural equation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where Y represents Employee Burnout, X1 is Emotional Intelligence, X2 is Organizational Support, 'a' is the constant coefficient, b1 and b2 are regression weights, and 'e' represents the residual error. The model's explanatory power is verified through the Coefficient of Determination (R-Square), while partial and simultaneous significance are evaluated via the t-test and F-test, respectively.

IV. Results and Discussion

4.1. Research Results

Based on demographic data collected through a questionnaire, the characteristics of respondents based on gender show the following distribution: there were 20 female respondents (55.6%), while there were 16 male respondents (44.4%).

Table 1. Percentage of Respondents

Gender	Amount	Presentation
Woman	20	55.6%
Man	16	44.4%
Total	36	100%

a. Validity Test

The results of the validity test on the variables used in this study can be seen in the following table:

Table 2. Validity Test

Variables	Indicator	R Count	R table	Significant	Information
Emotional Intelligence (X1)	P1	0,754	0,329	0,000	Valid
	P2	0,743	0,329	0,000	Valid
	P3	0,586	0,329	0,000	Valid
	P4	0.645	0,329	0,000	Valid
Organizational Support (X2)	P5	0.675	0,329	0,000	Valid
	P6	0,902	0,329	0,000	Valid
	P7	0.797	0,329	0,000	Valid
	P8	0.775	0,329	0,000	Valid
	P9	0.713	0,329	0,000	Valid
Employee Burnout (Y)	P10	0,620	0,329	0,000	Valid
	P11	0,482	0,329	0,000	Valid
	P12	0,809	0,329	0,000	Valid
	P13	0,867	0,329	0,000	Valid
	P14	0.696	0,329	0,000	Valid
	P15	0,573	0,329	0,000	Valid

Based on the validity test results in the table above, it is known that all statement indicators (P1 to P15) for the variables Emotional Intelligence (X1), Organizational Support (X2), and Employee Burnout (Y) have calculated r values ranging from 0.482 to 0.902, which is greater than the t table value of 0.329. In addition, all statement items show a significance value of 0.000, which means it is smaller than the significance standard of 0.05. Thus, it can be concluded that all instruments used in this study are declared valid and able to measure research variables accurately so that they are suitable for use in further data analysis.

b. Reliability Test

After the data has passed the validity test, the next step is to conduct a reliability test to assess the consistency of each statement in the questionnaire. A questionnaire is considered reliable if its statements demonstrate stability or consistency. Data is considered reliable if the Cronbach's Alpha value is greater than 0.6. The results of the reliability test on the variables used in this study can be seen in the following table:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Limits	Information
Emotional Intelligence	0.701	0.60	Reliable
Organizational Support	0.822	0.60	Reliable
Employee Burnout	0.729	0.60	Reliable

Based on the data in Table 3 above, it is known that the three research variables have Cronbach's Alpha values greater than the minimum standard of 0.60. Specifically, the Emotional Intelligence variable has a value of 0.701, Organizational Support 0.822, and Employee Burnout 0.729. Because all variables have Cronbach's Alpha values > 0.60, it can be concluded that this research instrument is reliable.

c. Multiple Linear Regression Analysis Test

The results of the multiple linear regression analysis test on the variables used in this study can be seen in the following table:

Table 4. Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,681	4,512		5,248	0,000
	Emotional Intelligence (X1)	-417	0.228	-324	-1,827	0.077
	Organizational Support (X2)	-244	0.201	-215	-1,214	0.233

Based on table 4. The results of the regression test obtained the following regression equation:

$$Y = 23.681 - 0.417 - 0.244$$

Which can be interpreted as:

- 1) Constant Value (a) of 23.681: This value shows that if the variables Emotional Intelligence (X1) and Organizational Support (X2) are considered constant or have a value of zero, then the value of the Employee Burnout variable (Y) is 23.681 units.
- 2) Regression Coefficient X1 is -0.417: This value shows that for every one unit increase in the Emotional Intelligence variable (X1), the Employee Burnout variable (Y) will experience a decrease of 0.417, assuming the other independent variables remain constant.
- 3) Regression Coefficient X2 is -0.244: This value shows that for every one unit increase in the Organizational Support variable (X2), the Employee Burnout variable (Y) will experience a decrease of 0.244, assuming the other independent variables remain constant.

d. Partial Test (T-test)

Based on table 4. Partial Test Results (T), then the following results can be obtained:

H₁: Does emotional intelligence have a significant effect on employee burnout?

Test Results : Emotional Intelligence (X1) has a calculated T = -1.827 < T table = 2.034 with a sig. value of 0.077 > 0.05. So it can be concluded that H1 is rejected. Which means, the Emotional Intelligence variable (X1) has a negative but not significant effect on Employee Burnout (Y).

H₂: Does organizational support have a significant effect on employee burnout?

Test Results : Organizational Support (X2) has a calculated T = -1.214 < T table = 2.034 with a sig. value of 0.233 > 0.05. So it can be concluded that H2 is rejected. Which means, the Organizational Support variable (X2) has a negative but not significant effect on Employee Burnout (Y).

e. F test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42,751	2	21,375	4,667	.016
	Residual	151,138	33	4,580		
	Total	193,889	35			



Based on the ANOVA table, the following results were obtained:

H3: Do Emotional Intelligence and Organizational Support simultaneously have a significant effect on Employee Burnout?

Test Results: Based on the table above, the calculated F value is 4.667. Using a significance level of 0.05, the sig. value is 0.016. Since the value of $0.016 < 0.05$, it can be concluded that H3 is accepted.

f. R-Square Determination Coefficient Test

The results of the R-Square determination coefficient test on the variables used in this study can be seen in the following table:

Table 6. Results of the R-Square Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.470 ^a	0.220	0.173	2,140

Based on the results of the coefficient of determination test, the R Square value obtained was 0.220. This indicates that the contribution of the influence of the variables of Emotional Intelligence and Organizational Support on the variation in the rise and fall of Employee Burnout is 22%, while the remaining 78% is explained by other variables outside this research model.

4.2. Discussion

1. The Influence of Emotional Intelligence on Employee Burnout.

The empirical results tabulated in Table 4 reveal that Emotional Intelligence (X1) exerts a negative but statistically non-significant partial influence on Employee Burnout ($t = -1.827$; sig. $0.077 > 0.05$). This statistical trajectory implies that while an increase in an individual's emotional capability mathematically trends toward lower burnout, it does not induce a definitive, statistically significant shift within this specific sample. To interpret this phenomenon, this study operationalizes the Job Demands-Resources (JD-R) model and the concept of "Emotional Labor". In a regional bank branch like Bank Sulselbar Masamba, employees are subjected to high job demands, rigid operational deadlines, and intense daily customer service interactions. Under these circumstances, an employee's internal psychological trait specifically their emotional intelligence is consistently overtaxed. While emotional competence aids in self regulation, the sheer volume of mandatory emotional labor forces employees to continuously suppress genuine emotions to maintain service compliance. Consequently, internal self-regulation alone becomes an exhausted personal resource that cannot significantly suppress chronic burnout without systemic, external structural intervention. This finding presents a unique nuance that contrasts with classic paradigms but strongly aligns with recent empirical evaluations by Sari and Aziz (2020) as well as Ramadhan (2021), which established that under high operational pressures, partial emotional competencies become statistically insufficient in combating burnout independently.

2. The Influence of Organizational Support on Employee Burnout

The multiple regression analysis indicates that Perceived Organizational Support (X2) has a negative but statistically non-significant partial effect on Employee Burnout ($t = -1.214$; sig. $0.233 > 0.05$). This indicates that the presence of structural support from management, when acting independently, fails to significantly minimize work exhaustion among the employees. According to the Perceived Organizational Support (POS) theory, institutional backing should foster a psychological safety net that drives down stress. However, the non-significant outcome in this branch suggests that the organizational support currently felt by employees may be perceived as purely normative, administrative, or compliance-driven rather than substantial or empathetically tailored to alleviate the actual emotional load of banking operations. When job demands and target-driven anxieties remain structurally high, superficial or generalized organizational interventions fail to act as an effective buffer. This partial non-significance mirrors the empirical findings of Pratama et al. (2022), which argued that broad organizational support often fails to significantly decrease burnout in the banking sector if it does not directly restructure the core administrative and structural stressors faced by frontline workers.

3. The Influence of Emotional Intelligence and Organizational Support on Employee Burnout

In contrast to the non-significant partial findings, the simultaneous analysis (F-test) demonstrates a highly significant joint influence of Emotional Intelligence and Organizational Support on mitigating Employee Burnout ($F = 4.667$; sig. $0.016 < 0.05$). The integration of these variables yields an R-Square coefficient of 0.220, establishing that the collective model explains 22% of the variance in burnout, while the remaining 78% is dictated by external factors beyond this structural framework. This simultaneous breakthrough strongly substantiates the core tenets of the Job Demands-Resources (JD-R) theory. It provides critical empirical evidence that internal personal resources (Emotional Intelligence) and external structural resources (Organizational Support) must not be treated as isolated silos. When a bank employee's internal capacity to regulate stress is systematically reinforced by an organization's concrete empathetic backing (such as adaptive workloads and structural mental health avenues), a powerful, synergetic defense mechanism is constructed. This integrated approach successfully absorbs the structural strain of high emotional labor. This highly significant simultaneous interaction is consistent with the seminal framework of Bakker and Demerouti (2017) and the empirical evidence provided by Mukhtar (2021), demonstrating that a dual-resource integration is a prerequisite for successfully eroding chronic employee burnout in high-pressure financial environments.

V. Conclusion

This study concludes that Emotional Intelligence and Perceived Organizational Support, when examined separately, do not have a statistically significant effect on employee burnout. However, when considered simultaneously, both variables have a significant influence on burnout among employees of Bank Sulsebar, Masamba Branch, accounting for 22% of the variance in burnout. These findings indicate that efforts to reduce chronic work-related stress in the banking sector cannot rely solely on employees' emotional competencies or general organizational support. Instead, an integrated approach is needed by combining the development of emotional intelligence with concrete and structured organizational interventions. Based on these findings, the management of Bank Sulsebar, Masamba Branch, is advised to transform organizational support from normative policies into measurable actions, such as integrating emotional intelligence training with objective workload evaluation, providing regular psychological counseling, and strengthening emotional and nonfinancial reward systems. Future researchers are encouraged to expand the research scope to several branches or banking institutions to improve the generalizability of the findings. Considering that the model explains only 22% of burnout variance, future studies should also include other relevant variables, such as physical and mental workload, role conflict, compensation, work-life balance, leadership style, job demands, and technology-based performance pressures.

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