



**THE INFLUENCE OF ORGANIZATIONAL CLIMATE, WORKLOAD AND ROLE CONFLICT ON EMOTIONAL FATIGUE OF EMPLOYEES AGENCY STAFFING AND HUMAN RESOURCES DEVELOPMENT SUNGAI PENUH CITY**

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**Abstract**

This study aims to see the effect of (1) organizational climate on emotional exhaustion of the City of Sungai Penuh Agency for Personnel and Human Resources Development (2) Workload on emotional exhaustion of the Agency for Personnel and Human Resources Development of Sungai Penuh (3) Role conflict on emotional exhaustion of the Agency for Personnel and Human Resources Development of Sungai Penuh (4) Organizational climate, workload and role conflict have a joint effect on emotional exhaustion.

The population in this study were all 38 employees of the Human Resources Development and Personnel Agency of Sungai Penuh City. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity.

The results of this study indicate that (1) organizational climate has a significant negative influence on emotional exhaustion of Sungai Penuh City Personnel and Human Resources Development Agency (2) Workload has a positive effect on emotional exhaustion of the City of Sungai Penuh Agency for Personnel and Human Resources Development (3) Role conflict has a positive influence on emotional exhaustion of the City of Sungai Penuh Agency for Personnel and Human Resources Development (4) Organizational climate, workload and Role conflict together has a positive effect on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

**Keywords: Performance, Organizational Climate, Workload, Role Conflict**

**Preliminary**

The beginning of the 20th century has developed experimental research in industry, regarding feelings of tiredness or fatigue or decreased productivity which generally affect individual motivation and attitudes. Everyone often experiences a state of fatigue when faced with a task that they do not like. Feeling like you've been working for a long time but not getting any tangible results or feeling nostalgic can definitely demoralize a person. It is on this basis that many researchers pay attention to the physiological indicators of (emotional) fatigue. Many indicators of (emotional) fatigue have been studied (Cormick, 2016). According to Anastasi (2014), fatigue (emotional) in general can be classified into 3 categories, namely: chemical (eg elements of blood and urine, oxygen consumption), electrical (eg electroencephalogram,

According to Zuriyah (2017) explains that emotional exhaustion can be caused by the individual's work itself, co-workers, or superiors, conflicts in the household and society. Emotional exhaustion can also occur in individuals who do work with little or no motivation. Individuals who are forced to work because they don't like, driven needs and pressure will quickly become tired, so seeing a large number of jobs will cause fatigue even before working for factory workers. Zuriyah (2007) who conducted research on convection factory workers found that mental conflicts consisting

of role conflicts, and excessive workloads can affect the emotional fatigue experienced by factory workers. Apart from mental conflicts,

This emotional exhaustion phenomenon also occurs in one of the staffing agencies in Sungai Penuh City, namely the Personnel and Human Resources Development Agency (BKPSDM) of Sungai Penuh City. In table 1, it can be seen that many employees of the Sungai Penuh City Personnel and Human Resources Development Agency agreed with the proposed statement. On statement 1 "The amount of work makes me sleep deprived" respondents answered that they agreed as much as 70% while those who did not agree only 30%. Statement 4 "I often feel tenseface the job" answered agree as much as 80% by respondents while those who answered agreed only 20%. Likewise with the last statement "Delayed work makesI am pounding" 75% answered agree while 25% answered disagree. From the results of this survey, it shows that there has been emotional exhaustion of the employees of the Sungai Penuh City Personnel and Human Resources Development Agency. Of course, this condition must be a concern of the institution so as not to interfere with the achievement of the institution's vision and mission.

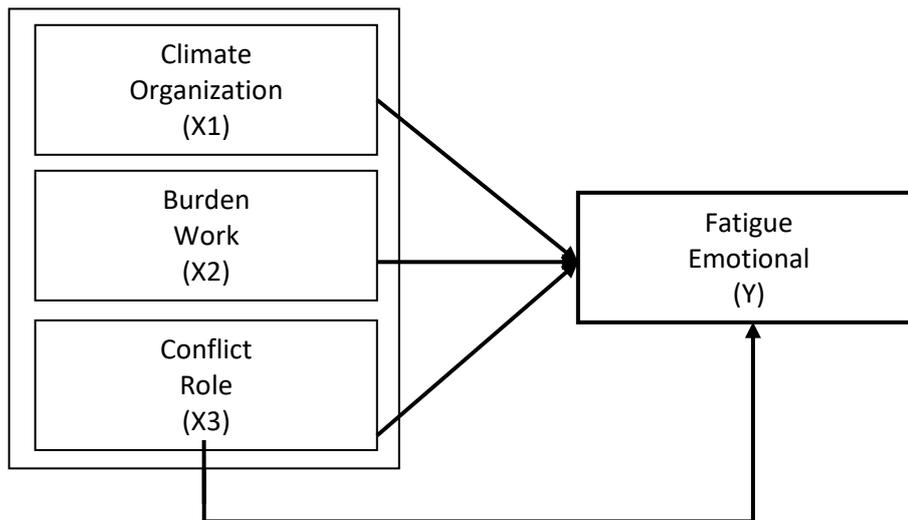
**Table 1**  
**Initial Survey Regarding Employee Emotional Fatigue**  
**Sungai Penuh City Personnel and Human Resources Development Agency**

No	Statement Material	Agree	Do not agree	Total
1	Too much work makes me sleep deprived	70%	30%	100%
2	The amount of work makes me easy to forget	60%	40%	100%
3	The routine of work often makes me feel bored	70%	30%	100%
4	I often feel tenseface work	80%	20%	100%
5	Delayed work makesI'm pounding	75%	25%	100%

Source: Preliminary Survey, (data processed by the author, 2021)

High levels of (emotional) fatigue can result in impaired interpersonal relationships (individual relationships with other people) at work or in life in general. In addition, it also results in the emergence of clinical disorders in individuals, such as emotional exhaustion and ineffectiveness at work (Moore, 2000 in Anastasi, 1993). Emotional exhaustion is influenced by three things, namely organizational climate, role conflict and workload. Organizational climate is assumed to be a favorable or unfavorable atmosphere in the workplace. Management that is able to create or build a pleasant climate can build work motivation for all its members. Based on previous research, the existence of social and personal support, a positive organizational climate and good group relations can eliminate fatigue.

Based on the theory and previous research, the framework of thinking in this study can be seen in the image below:



**Image : 2.2**  
**Research Conceptual Framework**

Based on the explanation in the previous section, the hypotheses in this study are:

1. Organizational climate has a significant effect on employee emotional exhaustionSungai Penuh City Personnel and Human Resources Development Agency.
2. Workload has a significant effect on employee emotional exhaustionSungai Penuh City Personnel and Human Resources Development Agency.
3. Role conflict has a significant effect on employee emotional exhaustionThe City of Sungai Penuh's Human Resources Development and Personnel Agency.
4. Organizational climate, workload, role conflict have a significant effect together on employee emotional exhaustionSungai Penuh City Personnel and Human Resources Development Agency.

### Research methods

The population in this study is allThere are 48 employees in the Personnel and Human Resources Development Agency of Sungai Penuh City.The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire populationemployees in the Personnel and Human Resources Development Agency of Sungai Penuh City, totaling 48 (forty eight) people.

The technique for taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100 and the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

**Where:**

- Y = Emotional exhaustion
- a = Intercept Constant
- X1 = Organizational climate
- X2 = workload
- X3 = Role conflict
- b1, b2, .... = Regression Coefficient
- e = Error Term

**Research result**

**Classic assumption test**

**Normality test**

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov test* to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05.

**Table 2**  
**Normality Test Results**

		Emotional exhaustion	Organizational climate	Workload	Role Conflict
N		48	48	48	48
Normal Parameters	mean	45.2769	26.9538	35.6769	44.5538
	Std. Deviation	1.79850	1.41896	2.41161	2.44969
Most Extreme Differences	Absolute	.131	.179	.170	.141
	Positive	.115	.179	.110	.074
	negative	-.131	-.175	-.170	-.141
Kolmogorov-Smirnov Z		1.057	1.146	1.370	1.141
asyp. Sig. (2-tailed)		.213	.131	.077	.148

a. Test distribution is Normal.

**Source:**SPSS output results, 2022.

From Table2 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. It can be seen from the sig value of emotional exhaustion variable (Y) is 0.213 > 0.05, organizational climate variable (X1) is 0.131 > 0.05; workload variable (X2) is 0.077 > 0.05; role conflict variable (X3) is 0.148 > 0.05. So it can be concluded that the variables of emotional exhaustion, organizational climate, workload, and role conflict of employees of the Human Resources Development and Personnel Agency of Sungai Penuh City are normally distributed. The results of the normality test can be seen in table 4.13.

**Multicollinearity Test**

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms. can be seen in table 3.

**Table 3**  
**Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 Organizational Climate	0.995	1.005
Workload	0.993	1.007
Role Conflict	0.993	1.007

a. Dependent Variable: Emotional exhaustion

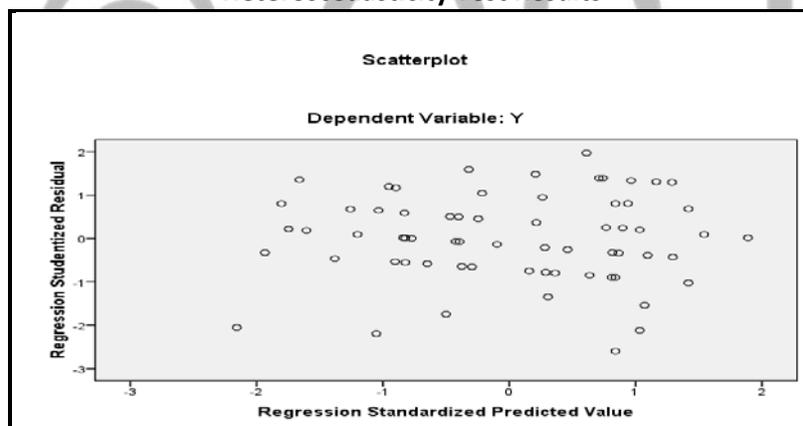
Source:SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all independent variables is < 10.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heterosThis research uses a Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

**Image 1**  
**Heteroscedasticity Test Results**



In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

**Research Hypothesis Test**

**Multiple Linear Regression Analysis**

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing  $t_{count}$  with  $t_{table}$  and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 4.

**Table 4**  
**Multiple Regression Equation**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	40.015	6,934		5.771	.000
	Organizational Climate	-.346	.080	.036	-4.286	.000
	Workload	.148	.041	.198	3.576	.002
	Role Conflict	.427	.129	.037	3.295	.004

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 40.015 - 0.346(X_1) + 0.148(X_2) + 0.427(X_3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 40.015 which means that if the organizational climate, workload, role conflict are zero, then the value of the emotional exhaustion variable is at 40.015. This means that the variables of organizational climate, workload, role conflict contribute to the increase in emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.
- Organizational climate regression coefficient value is negative 0.346. This means that if the organizational climate increases by one unit, it will result in a decrease in emotional exhaustion of the Sungai Penuh City Personnel and Human Resources Development Agency by as much as 0.346 unit.
- The value of the workload regression coefficient is positive, namely 0.148. This means that if the workload increases by one unit, it will result in an increase in emotional exhaustion of the Employment and Human Resources Development Agency for Sungai Penuh City employees by 0.148 unit.
- The value of the role conflict regression coefficient is positive, namely 0.427. This means that if the role conflict increases by one unit, it will result in an increase in emotional exhaustion of the Sungai Penuh City Personnel and Human Resources Development Agency by 0.427 unit.

### Regression Coefficient Test (t Test)

#### Hypothesis Testing 1

The first hypothesis is proposed, that organizational climate partially has a negative effect on emotional exhaustion. Based on the results of the analysis of the t test, it is known that the significance level of the organizational climate variable is  $0,000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant negative effect between organizational climate on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

#### Hypothesis Testing 2

The second hypothesis proposed is that the workload partially has a positive effect on emotional exhaustion. Based on the results of the analysis of the t test, it is known that the significance level of the workload variable is  $0,002 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive effect between workload on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

### Hypothesis Testing 3

The third hypothesis proposed is that role conflict partially has a positive effect on emotional exhaustion. Based on the results of the analysis of the t test, it is known that the significance level of the role conflict variable is  $0,004 < \text{dai significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive effect between role conflict on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

### Hypothesis Testing 4

The fourth hypothesis proposed is that organizational climate, workload, and role conflict together have a positive effect on emotional exhaustion. Based on the results of the analysis of the F test, it is known that the significance level of organizational climate, workload, and role conflict variables is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a jointly significant influence between organizational climate, workload, and role conflict on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. As can be seen in table 5.

**Table 5**  
**F . Test Results**  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,595	3	2.865	6.881	.000a
	Residual	198,420	44	3.253		
	Total	207.015	47			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

### Coefficient of Determination (R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

**Table 6**  
**Test results R Square**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884a	.781	.760	1.80355

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2022)

Based on the results of the analysis R square is 0,781 this means that 78.1% emotional exhaustion is influenced by the independent variables of organizational climate, workload, role conflict. While the remaining 21.9% is influenced by other variables outside the model.

## Discussion

The discussion of the research results is intended to explain and interpret the research results.

### **Influence Organizational Climate on Emotional Fatigue Personnel and Human Resources Development Agency Sungai Penuh City**

The results of this study indicate that the organizational climate has a significant negative effect on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. This indicates that the organizational climate determines the emotional exhaustion of the Sungai Penuh City Personnel and Human Resources Development Agency. This means that the better and better the organizational climate for employees in the agency, the lower emotional fatigue will be.

From the results of this study, it can be seen that the organizational climate variable has a coefficient 0.346 which means that the organizational climate has a great influence. This indicates that organizational climate can play a role in reducing emotional exhaustion. If the Personnel and Human Resources Development Agency of Sungai Penuh City wants to reduce emotional exhaustion, it must create a good organizational climate in the agency.

This is in line with the opinion Keith Davis and John W. Newstrom (1985) in their book "Behavior in Organizations" state that organizational climate is the human environment in which organizational employees do their jobs. This understanding can refer to within a department, an important company unit such as a branch factory or an organization as a whole. We do not can see or touch the climate, but it is there when it is felt. Like indoor air, climate surrounds and influences everything that happens in an organization. Later, climate is influenced by almost everything that happens in an organization and climate is a dynamic system concept.

The results of this study are in line with research Septyaningsih, R., & Palupiningdyah, P. (2017) which shows that organizational climate has a negative and significant effect on emotional exhaustion. Therefore, it can be concluded that organizational climate has a significant effect on emotional exhaustion of the City of Sungai Penuh City Personnel and Human Resources Development Agency.

### **Influence Workload on Emotional Fatigue Personnel and Human Resources Development Agency Sungai Penuh City**

The results of this study indicate that workload has a significant positive effect on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. This indicates that the workload determines the emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. This means that the higher the workload in the agency, the more emotional fatigue will be.

From the results of this study, it can be seen that the workload variable has a coefficient of 0.148 which means that the workload has a greater influence than other variables. This indicates that workload can play a role in increasing emotional exhaustion. If the Personnel and Human Resources Development Agency of Sungai Penuh City wants to reduce emotional exhaustion, it must reduce the workload of employees in their daily work.

This is in line with the opinion DiDomenico (2003), workload is defined as the sacrifice that must be incurred by someone by giving their capacity to achieve the level of performance of a job with specific demands. The demands of a job or a combination of jobs include maintaining a stable attitude, taking physical action, and doing cognitive work (performing cognitive task). According to Hart and Steveland (in Rubio, et al 2004) it is stated that workload is described as the relationship between a number of mental and physical processing capacities with a number of tasks required at work.

The results of this study are in line with research Kusriyani, T., Minarsih, MM, & Paramita, PD (2016) and Santika, PB, & Sudibya, GA (2017) which shows that workload affects emotional exhaustion. Therefore, it can be concluded that the workload has a significant effect on emotional exhaustion at the City of Sungai Penuh's Human Resources Development and Personnel Agency.

### **Influence of Role Conflict on Emotional Fatigue Personnel and Human Resources Development Agency of Sungai Penuh City**

The results of this study indicate that role conflict has a significant positive effect on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. This indicates that the role conflict determines the emotional exhaustion of the Sungai Penuh City Personnel and Human Resources Development Agency. This means that the higher the role conflict that occurs in the employee, the more emotional fatigue the employee will be.

From the results of this study, it can be seen that the role conflict variable has a coefficient of 0.427 which means that role conflict has a greater influence than other variables. This indicates that role conflict can play a role in increasing emotional exhaustion. If the Personnel and Human Resources Development Agency of Sungai Penuh City wants to reduce emotional exhaustion, it must be able to suppress role conflicts that occur in employees in the agency.

This is in line with the opinion that role conflict also occurs when someone who has to interact experiences conflicting expected individual behavior so that there is a role conflict, namely when he carries out one particular role making it difficult to meet the expectations of other roles (Koustelios, et al., 2004). Role conflict according to Luthans (2002) as a position that has the hope to develop from the established norms. An individual will experience role conflict in the organization if the person concerned accepts a role that is not in accordance with appropriate role behavior.

The results of this study are in line with research Churiyah, M. (2011) and Rahayuningsih, S. (2015) which shows that there is a significant positive effect between role conflict on emotional exhaustion. Therefore, it can be concluded that the role conflict has a significant effect on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

### **Influence of Organizational Climate, Workload, Role Conflict on Emotional Fatigue Personnel and Human Resources Development Agency of Sungai Penuh City**

The results of this study indicate that the organizational climate, workload, role conflict together have a significant influence on emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City. This indicates that the organizational climate, workload, role conflicts determine emotional exhaustion of the Sungai Penuh City Personnel and Human Resources Development Agency. This means that the organizational climate, workload, role conflict, will increase emotional exhaustion.

This is in line with research, Purnama, Chamdan (2013) Toni, Ahmad & Subagya Wibowo (2018), Evan, Diaksa & Anton Hutapea (2019) which shows that the results show that there is a significant effect between organizational climate, workload and role conflict on emotional exhaustion.

### **Conclusion**

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Organizational climate has a negative effect on emotional exhaustion of employees of the City of Sungai Penuh City Personnel and Human Resources Development Agency. This means that emotional exhaustion will decrease if the organizational climate in the agency is good for employees and leaders, so as to be able to provide encouragement to employees in reducing emotional fatigue, thus the first hypothesis (H1) is accepted.
2. The workload has a positive effect on the emotional exhaustion of the employees of the Personnel and Human Resources Development Agency of Sungai Penuh City. This means that emotional fatigue will increase if the workload is high so that it can provide a decrease in morale to employees in carrying out work. The higher the workload in the agency, the more emotional fatigue in doing its work in the agency, so the second hypothesis (H2) is accepted.
3. Role conflict has a positive influence on emotional exhaustion of the City of Sungai Penuh City Personnel and Human Resources Development Agency. This means that emotional exhaustion will increase if employee role conflict is high, it will encourage emotional exhaustion at work, thus making employees a point of enthusiasm and able to carry out their work well and foster a sense of mutual help for other employees. High role conflict will encourage high emotional exhaustion, thus the third hypothesis (H3) is accepted.

4. Organizational climate, workload, role conflict together have an influence on emotional exhaustion of the City of Sungai Penuh City Personnel and Human Resources Development Agency. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 as a result  $H_0$  is rejected and  $H_a$  is accepted. Variables of organizational climate, workload and role conflict simultaneously affect the emotional exhaustion of the Personnel and Human Resources Development Agency of Sungai Penuh City.

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. For organizational climate, it is suggested to agencies to pay attention to the organizational climate of employees in the agency, because this can be seen from the survey results and the results of respondents' responses to organizational climate, showing poor results, if problems occur in the organizational climate, it is feared that it will increase emotional exhaustion .
2. For workloads, it is suggested to agencies to pay attention to the workload of employees, because this will have an impact on employee psychology. If employees feel uncomfortable with the organization, it will increase emotional exhaustion at work.
3. For role conflicts, it is suggested that agencies pay attention to employee role conflicts at work by creating a balance between work and employees' lives as family members. If this is created, of course, employees will feel comfortable at work so that it can reduce the emotional fatigue they experience.
4. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe things that can affect emotional exhaustion and it is recommended to expand the scope of research on the influence of organizational climate, workload, role conflict. on emotional exhaustion used in this study.

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