JRSSEM 2026, Vol. 5, No. 10, May
E-ISSN: 2807 - 6311
P-ISSN: 2807 - 6494

The Effect of Personality on Work-Related Fatigue Through Emotional Intelligence Among Employees of the Regional Secretariat of Cirebon Regency

Imel Alghi Dwiagistri*, Kartono
Universitas Swadaya Gunung Jati Cirebon, Indonesia
Email: imel.122020518@ugj.ac.id*, kartono@ugj.ac.id

Keywords:
Personality;
Emotional Intelligence;
Work Fatigue;
Burnout;
Public Sector Employees

Abstract

This study aims to examine the effect of personality on work-related fatigue through emotional intelligence as a mediating variable among employees of the Regional Secretariat of Cirebon Regency. The research employed a quantitative approach using an explanatory survey method with a sample of 80 employees selected through proportionate stratified random sampling. Data were collected using structured questionnaires and analyzed using multiple linear regression and mediation analysis with the Baron and Kenny approach, supported by the Sobel test using SPSS. The results indicated that personality has a positive and significant effect on work-related fatigue, suggesting that individual personality traits play an important role in determining fatigue levels. Personality is also found to significantly influence emotional intelligence, indicating that personality characteristics shape an individual's ability to recognize and manage emotions. Furthermore, emotional intelligence has a significant effect on work-related fatigue, showing that higher emotional sensitivity may increase emotional burden in bureaucratic work environments. Mediation analysis reveals that emotional intelligence partially mediates the relationship between personality and work-related fatigue, meaning that personality influences fatigue both directly and indirectly through emotional intelligence. This study contributes to the development of organizational behavior theory in the public sector by integrating personality, emotional intelligence, and burnout within a single framework. Practically, the findings suggest that improving emotional intelligence through training programs can be an effective strategy to reduce work fatigue among public sector employees.

INTRODUCTION

In recent years, attention has been growing to the issues of psychological health and job burnout, particularly in line with the changing dynamics of the public sector workplace. Global phenomena such as digitalization and digital transformation in the public sector can also bring their own challenges. Excessive use of technology in the workplace without proper management can impact job satisfaction and trigger mental exhaustion for employees (Barbu et al., 2025). High administrative burdens and demands for fast and accountable public services have caused psychological stress among civil servants. Burnout is now considered not only an individual problem but also a threat to organizational performance and the sustainability of public services (Angelini, 2023). Internationally, research shows that individual personality is

a significant factor influencing levels of job burnout. A systematic study by Angelini (2023) found that the Big Five Personality dimensions, particularly neuroticism, extroversion, and conscientiousness, have a significant correlation with burnout levels across various professions. Recent research also emphasizes the risk of stress, while the conscientiousness dimension serves as a protective factor that reduces stress levels in individuals (C. T. Kusuma et al., 2025). Individuals with high levels of neuroticism tend to experience emotional exhaustion more easily, while those with high levels of self-awareness and emotional stability tend to be more resistant to work stress.

However, not all individuals with certain personality characteristics will experience burnout. Emotional intelligence acts as an intervening variable capable of mediating the negative impact of personality on work burnout. A meta-analytic study by (Doğru, 2022) in Frontiers in Psychology demonstrated that emotional intelligence is negatively related to stress and burnout, and contributes to increased job satisfaction and commitment. In the context of public organizations in Indonesia, the issue of work burnout is becoming increasingly relevant. Government employees face the complexity of administrative tasks, limited human resources, and social pressures from society. Research (Ardiyanti, 2019) in Cirebon Regency revealed that job burnout significantly influences turnover intention, even in the manufacturing sector. A similar phenomenon also has the potential to occur in regional bureaucracies, where workload pressure and public service demands are extremely high.

In the government sector, particularly for regional secretariat employees, high administrative demands are often not matched by emotional support and a conducive work environment. Employees face the burden of inter-agency coordination, financial reporting, and bureaucratic political dynamics, which can lead to chronic stress. This situation requires emotional regulation skills to help employees maintain a balance between work demands and personal well-being. From an organizational psychology perspective, personality influences how individuals respond to work stress. Employees with extroverted personalities and openness to new experiences tend to be able to build healthy social interactions and are more adaptable to stress (Angelini, 2023). Conversely, individuals with high neurotic tendencies are more prone to anxiety, irritability, and emotional exhaustion.

Global research by Info et al. (2025) confirms that the relationship between emotional intelligence and job performance has increasingly become a major focus in the last decade, particularly in public and non-profit organizations. However, studies integrating the concepts of personality, emotional intelligence, and burnout within a single theoretical framework are still rare in Indonesia. Based on a review of international and local literature, a research gap can be identified. First, previous research has focused primarily on the direct influence of personality on burnout without incorporating dynamic psychological variables such as emotional intelligence. Second, no empirical research has been conducted in the context of regional bureaucracy, particularly in Cirebon Regency. Third, a simple SPSS-based analytical approach (mediation regression) has rarely been used to demonstrate the role of emotional intelligence as an intervening variable in the public sector. Therefore, research is needed that not only examines the direct relationship between personality and job burnout but also investigates the role of emotional intelligence as a mediator that bridges the influence of personality on burnout. This approach can provide new insights into how relatively stable personality factors can be influenced by trainable and developable emotional abilities.

This study aims to address this gap by examining the influence of personality on work fatigue through emotional intelligence as a mediating variable, using a quantitative approach with regression analysis using SPSS. This approach emphasizes the clarity of relationships between variables through transparent and easily replicable statistical tests, allowing the results to be practically implemented in civil servant management policies.

The scientific novelty of this research lies in three main aspects. First, this study develops a simple mediation model using SPSS to examine the relationship between personality, emotional intelligence, and burnout, a process that has never been specifically tested in the context of the Indonesian Civil Service (ASN). Second, from a contextual perspective, this research is one of the first to examine the phenomenon of burnout among employees of the Cirebon Regency Government Regional Secretariat, thus illustrating the unique dynamics of regional bureaucracy that are rarely explored in the literature. Third, practically, this research is expected to generate applicable recommendations, particularly regarding the development of emotional intelligence training programs as a strategic effort to reduce burnout levels in the public sector.

Thus, this research is expected to contribute to the development of organizational behavior theory and work psychology in the public sector, as well as provide applicable policy recommendations for local governments in their efforts to create a healthy, productive work environment that is oriented toward employee emotional well-being. Thus, this study not only examines the direct influence of personality on burnout but also emphasizes psychological mechanisms through emotional intelligence as an indirect pathway explaining how personality characteristics influence employee burnout levels.

RESEARCH METHOD

The study used approach quantitative with method survey explanatory survey, which aims for explain connection causal between variables study in a way empirical research This done for now influence personality to fatigue Work through intelligence emotional as variables mediation for employees Regional Government Secretariat Cirebon Regency. Is oriented towards numerical measurements, hypothesis testing, and statistical analysis using IBM SPSS Statistics version 29. The analysis model used is multiple linear regression and analysis mediation (Baron & Kenny, 1986) for test influence direct and indirect direct intervariable.

Research Population and Sample

Population in study This is all over employee Regional Government Secretariat Cirebon Regency, good civil servants (PNS) and employee government with agreement work (PPPK). Based on personnel data in 2025, the total population will be 215 people spread across various regions. sections and subsections administration.

Amount sample in study This determined use Slovin's formula (1960) with level 10% error (e = 0.1), because condition field and limitations time study.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{215}{1 + 215(0.1)^2} = 68{,}0$$

For guard data validity and anticipation non-response, researcher add amount respondents become 80 people. Total This has fulfil minimum requirements for analysis

regression, which is a minimum of 10 times the number variables free (Collins et al., 2021).

Taking technique sample use proportionate stratified random sampling, so that each section in the Regional Secretariat is represented in a way proportional.

Variables and Definitions Operational

This research consists of three main variables, namely:

Table 1 Operational Definitions of Research Variables

Variable Types	Variable Name	Symbol	Information
Variables Independent	Personality	X	Psychological factors individuals who influence behavior in face work
Variables Mediation	Intelligence Emotional	Z	The ability to recognize and manage one's own and other people's emotions
Variables Dependent	Work Fatigue	Y	Psychological conditions resulting from prolonged chronic work stress

Source: Adapted from research variables developed by the authors based on relevant literature (2025).

Definition Operational Variables

Table 2 Operational Definition of Research Variables

VARIABLES	DEFINITION OPERATIONAL	INDICATOR	SOURCE
PERSONALITY (X)	Relative psychological characteristics stable that affects behavior, response to stress, and interactions in the environment Work.	1. *Neuroticism* 2. Extraversion 3. Openness 4. Friendliness 5. Conscientiousness	(Angelini, 2023; Badaruddin & Ibrahim, 2025)
INTELLIGENCE EMOTIONAL (Z)	Ability recognizes, understand, and organize emotion self as well as interact in a way effective with other people.	1. Self-awareness 2. Self-control 3. Motivation 4. Empathy 5. Skills social	(Ahmed et al., 2025; Kasemy et al., 2023)
WORK FATIGUE (Y)	A state of emotional, physical, and mental exhaustion due to prolonged work pressure.	1. Emotional exhaustion 2. Depersonalization 3. Decrease in personal achievement	(Maslach & Leiter, 2016; Ningrum & Aprilia, 2020)

Source: Adapted from Angelini (2023); Ahmed et al. (2025); Maslach & Leiter (2016); and related literature.

All items are measured using a 5-point Likert scale, with the following criteria:
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

The use of this research instrument is in line with previous research that examined the relationship between personality and burnout in groups of employees who have complex work

dynamics (Kastanya et al., 2022).

Instrument Study

Instrument study in the form of questionnaire closed, arranged based on indicator every variable.

Questionnaire shared become three part main:

1. Part I: Demographic data (age, gender, length of service, position).
2. Part II: Statement regarding personality (X).
3. Part III: Statements regarding emotional intelligence (Z) and work burnout (Y).

Prior to use, the questionnaire was pilot tested on 20 initial test respondents to ensure clarity and consistency.

Test results:

a. Validity Test: an item is declared valid if r count > r table (0.349).
b. Reliability Test: stated reliable If mark Cronbach's Alpha ≥ 0.70

Data collection technique

Data collection was carried out with three methods:

1. Questionnaire: shared directly and through Google Form to 80 employees.
2. Observation: researchers observe work activities and interactions between employees to understand the potential for burnout.
3. Documentation Study: secondary data collection like structure organization, burden work and personnel data from the General Section of the Regional Secretariat.

Data Analysis Techniques

Data analysis was carried out quantitatively using SPSS version 25, through several stages:

Data Quality Test

1. Validity Test: using correlation *Pearson Product Moment* For measure suitability each item.
2. Reliability Test: using *Cronbach's Alpha* For measure internal consistency between items.

Assumption Test Classic

1. Normality Test: using Kolmogorov–Smirnov.
2. Multicollinearity Test: VIF < 10 and Tolerance > 0.1.
3. Heteroscedasticity Test : using the Glejser Test, a sig value > 0.05 indicates no heteroscedasticity.

Analysis Linear Regression

Consisting of from three stage:

1. Simple regression: Personality (X) → Job Burnout (Y)
2. Regression simple: Personality (X) → Intelligence Emotional (Z)
3. Regression multiple: Personality (X) and Intelligence Emotional (Z) → Fatigue work (Y)

Analysis Mediation (Baron & Kenny, 1986)

Test steps:

1. Influence test direct X → Y
2. Test the influence of X → Z
3. Test the influence of X and Z → Y

If the influence of X on Y decreases after Z is introduced, then mediation occurs. To ensure the mediation effect is significant, the Sobel Test is used with the formula:

$$Z = \frac{a \times b}{\sqrt{b^2 S_a^2 + a^2 S_b^2}}$$

Effect mediation significant If **Z count > 1.96 (p < 0.05)**.

Summary of Variable Relationships and Types of Analysis

Table 3 Summary of Variable Relationships and Types of Analysis

Tested Relationships	Types of Analysis	Objective	Hypothesis
X → Y	Simple Linear Regression	The direct influence of personality on work fatigue	H1
X → Z	Simple Linear Regression	Influence personality to intelligence emotional	H2
Z → Y	Simple Linear Regression	Influence intelligence emotional to fatigue Work	H3
X → Z → Y	Regression Multiple + Sobel Test	Testing the mediating role of emotional intelligence	H4

Source: Developed by the authors based on Baron and Kenny mediation analysis model (1986).

Selection logic variables mediation This supported by findings that influence factor psychological individual against burnout is often not nature directly , but rather mediated by internal capacities such as ability manage emotions and resilience in face pressure (FH Kusuma & Purba, 2021).

Summary Methodology Study

Study This use approach quantitative with 80 respondent's employee Cirebon Regency Regional Secretariat, analyzed use regression and mediation test in SPSS. This method chosen Because effective in test influence direct and indirect direct between personality, intelligence emotional, and fatigue Work in a way empirical and objective. The results of the analysis expected give base strong scientific for development theory psychology Work as well as recommendation HR policies in environment government area.

RESULTS AND DISCUSSION

Data Processing Overview

This chapter serve results processing and analysis of the data obtained from 80 respondents employee Secretariat Government Cirebon Regency. Data processed using SPSS version 29 and analyzed in accordance with stages method research that has been explained in Chapter III, including instrument quality testing, assumption testing classic, analysis regression, and mediation test.

Quality Test Instrument Study

Validity Test

Validity test done for know whether each question item in questionnaire capable measure variables studied. Validity test use *Pearson product moment* with the r table value is 0.219 (n

= 80, α = 0.05). The testing criteria are if the calculated r > r table, then the question item is declared valid.

Validity Variables Personality (X_1)

All statement items variables personality owns calculated r value between 0.779 to 0.849, all of which bigger from r table (0.219). With Thus, all variable items personality declared valid.

Table 5 Validity Test Results of Personality Variable (X)

Item	r Count	r Table	Information
X1.1	0.818	0.219	Valid
X1.2	0.787	0.219	Valid
X1.3	0.804	0.219	Valid
X1.4	0.849	0.219	Valid
X1.5	0.779	0.219	Valid

Validity Variables Intelligence Emotional (Z)

Calculated r value variables intelligence emotional is in the range of 0.766 to 0.843, all of which bigger from the r table. Therefore, all items of the emotional intelligence variable are declared valid.

Table 4 Validity Test Results of Emotional Intelligence Variable (Z)

Item	r Count	r Table	Information
Z1	0.843	0.219	Valid
Z2	0.766	0.219	Valid
Z3	0.787	0.219	Valid
Z4	0.815	0.219	Valid
Z5	0.806	0.219	Valid

Validity of Work Fatigue Variable (Y)

The calculated r value of the work fatigue variable ranges from 0.873 to 0.918, which indicates that all items in the work fatigue variable statement are valid.

Table 6 Validity Test Results of Work Fatigue Variable (Y)

Item	r Count	r Table	Information
Y1	0.882	0.219	Valid
Y2	0.873	0.219	Valid
Y3	0.918	0.219	Valid

Reliability Test

Reliability test has fulfilled Cronbach's Alpha criteria ≥ 0.70 as shown in the SPSS output, so that the instrument is stated reliable and worthy used in analysis continued.

Assumption Test Classic

Normality Test

The normality test is used to determine whether the collected data is normally distributed or not. In this study, the normality test uses the P-P Plot of Regression Standardized Residual test. If the data is spread around the normal line and follows the direction of the diagonal line of the graph, this indicates that the data line is normally distributed so that the regression equation model meets the normality assumption. Then, the statistical test used for the normality test in this study is the Kolmogorov-Smirnov sample with the SPSS program.

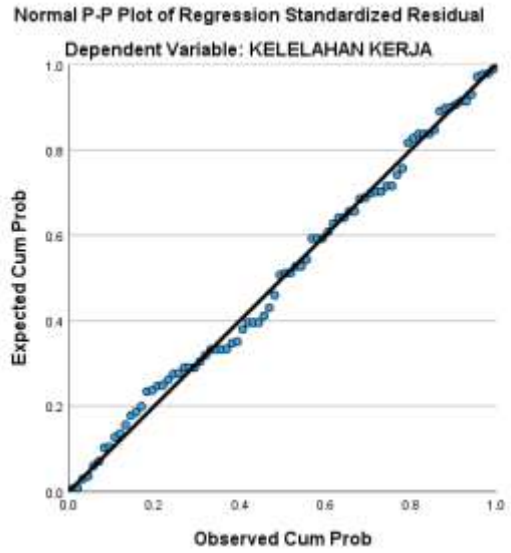

Figure 1. Normal P–P Plot of Regression Standardized Residual for Work Fatigue Variable

Based on the image, it can be seen that the points are spread around the diagonal line and follow the diagonal direction. This indicates that the data in this study is normal.

Table 7 Results of the One-Sample Kolmogorov–Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	80
Normal Parameters[ab]	
Mean	0.0000000
Std. Deviation	1.39644830
Most Extreme Differences	
Absolute	0.056
Positive	0.056
Negative	-0.056
Test Statistic	0.056
Asymp. Sig. (2-tailed)[c]	0.200[d]
Monte Carlo Sig. (2-tailed)[e]	
Sig.	0.780
99% Confidence Interval Lower Bound	0.770

99% Confidence Interval Upper Bound	0.791

Notes:

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.

Based on the results from the table, it is known that the Asymp. Sig. (2-tailed) [c value] is 0.200 > 0.05. So it can be concluded that the tested data is normally distributed.

Multicollinearity Test

The Multicollinearity Test is used to test whether or not multicollinearity occurs between independent variables. *Variance Inflation Factor* (VIF), assuming *Tolerance* > 0.10 or VIF < 10.0, it can be said that there is no multicollinearity in the table below:

Table 8 Multicollinearity Test Results for Personality and Emotional Intelligence Variables

Model	Variables	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.352	1.512	-	0.894	0.374	-	-
1	Personality	0.235	0.076	0.318	3.114	0.003	0.732	1.366
1	Emotional Intelligence	0.292	0.072	0.415	4.062	<0.001	0.732	1.366

Based on the table above, it shows that the *tolerance values* of the personality and emotional intelligence variables are each above 0.10 and *the Variance Inflation Factor* (VIF) value of each variable is below 10, so it can be concluded that the variables in this study do not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in the regression model. The criteria for heteroscedasticity are: if the significance value is >0.05, it is said to be free from heteroscedasticity; however, if the significance value is <0.05, heteroscedasticity occurs.

Table 9. Multiple Regression Coefficients of Personality and Emotional Intelligence on Work Fatigue

Model	Variables	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.841	0.901	-	2.044	0.044
1	Personality	-0.016	0.045	-0.049	-	0.716

					0.366	
1	Emotional Intelligence	-0.019	0.043	-0.058	-0.438	0.663

Based on table in above, all variables stated No happen heteroscedasticity Because mark significance all over variables more from 0.05. Research This using the Glesjer Test For test existence symptom heteroscedasticity, if mark significance more from 0.05, meaning No happen heteroscedasticity.

The heteroscedasticity test aims to determine whether there is unequal variance in the residuals of one observation and another in the regression. A good regression model is one that does not experience heteroscedasticity, or what is better known as homoscedasticity. The heteroscedasticity test is seen by whether or not a certain pattern forms on the graph.

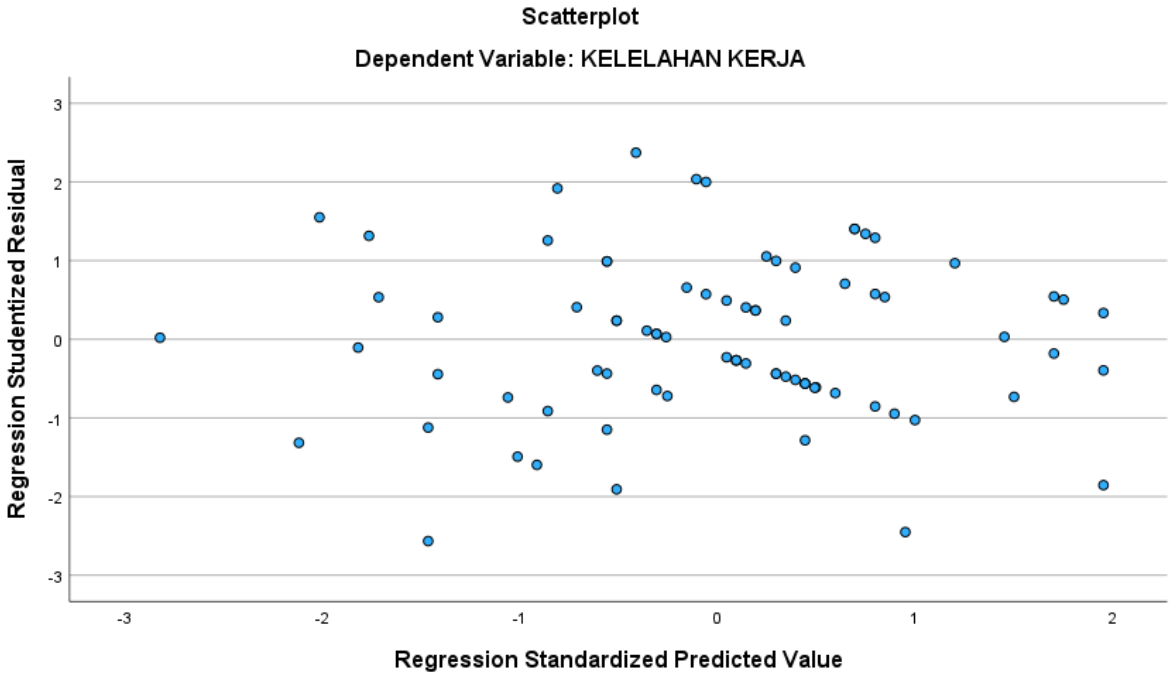

Figure 2. Scatterplot of Regression Standardized Predicted Value and Studentized Residual for Work Fatigue

Based on the scatterplot graph, it shows that the points do not form a particular pattern and the points are spread widely above and below the number 0 on the Y axis so it can be concluded that there is no heteroscedasticity.

Analysis Regression and Testing Hypothesis

Simple Linear Regression Model 1

1. Simple linear regression analysis

   Analysis regression used for analyze influence between variables independent to dependent variable.

Table 10 Regression Coefficient Results of Personality on Work Fatigue

Model	Variables	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.999	1.494	-	2.677	0.009
1	Personality	0.394	0.071	0.533	5.571	<0.001

Based on results analysis simple linear regression, obtained equality regression as following:

$$Y = 3.999 + 0.394X_1$$

Equality the show that constant amounting to 3,999 contains meaning that if variables personality worth zero, then level fatigue Work is at a value of 3.999. The coefficient regression personality of 0.394 shows direction a positive relationship, which means that every improvement One units on variables personality will be followed by an increase fatigue Work of 0.394 units, with assumptions other variables are constant.

Coefficient regression personality of 0.394 shows connection positive. The t-test yields calculated t value = 5.571 with significance 0.000 < 0.05, so personality influential significant to fatigue Work.

Testing Hypothesis

1. t-test

The t-test is used for know whether each variable independent has influence in a way significant to variables dependent. Criteria accepted hypothesis if significance < 0.05 and if significance > 0.05 then hypothesis rejected.

Table 11. Results of the Personality Variable Regression Coefficient Test on Work Fatigue

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	3.999	1.494	–	2.677	0.009
1	Personality	0.394	0.071	0.533	5.571	<0.001

The results of the t-test show t - value amounting to 5,571 with level significance by 0,000 which is smaller from 0.05. With thus, it can conclude that personality influential in a way positive and significant to fatigue work. That is, variation personality possessed individual give contribution real to change level fatigue perceived work.

2. F test

The F test is used for see How influence variables free in a way together to variables bound. The F test criteria are if F count > F table so variables free. The results of the F test show calculated F value amounting to 31,033 with significance 0.000. Significance value the smaller of 0.05, so the regression model used stated worthy and capable explain connection between personality and fatigue Work in a way overall.

3. Coefficient Determination

Coefficient determination for see how much big percentage influence variables independent to

variables dependent.

Table 12. ANOVA Test Results Influence of Personality on Work Fatigue

Model	Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.424	1	74.424	31.033	<0.001
1	Residual	187.064	78	2.398	–	–
1	Total	261.488	79	–	–	–

Based on mark coefficient determination (R Square) of 0.285, can know that personality capable explain amounting to 28.5% variation fatigue work, while the rest 71.5 % is influenced by other factors outside the research model this, like burden work, environment work, stress work, as well as factor organization other.

With Thus, the results study This prove that personality is one of the factor important things that influence fatigue work. Therefore that, hypothesis first (H1) which states that personality influential to fatigue Work stated accepted.

Simple Linear Regression Model 2

1. **Simple linear regression analysis**

Analysis regression used for analyze influence between variables independent to dependent variable.

Table 13. Results of the Personality Variable Regression Coefficient Test on Intelligence

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	9.054	2.146	–	4.219	<0.001
1	Personality	0.544	0.102	0.518	5.346	<0.001

Analysis results simple linear regression produces equality regression as following:

$$Z = 9.054 + 0.544X_1$$

Constant value of 9,054 shows that if personality worth zero, then intelligence emotional is at the level of 9,054. Meanwhile that, coefficient regression personality of 0.544 shows that personality own influence positive to intelligence Emotional intelligence. Each one-unit increase in personality will increase emotional intelligence by 0.544 units. The finding that personality significantly influences emotional intelligence aligns with research (Bayot & Bastida, 2025) which confirms a strong relationship between personality traits and an individual's emotional abilities.

Testing Hypothesis

1. t-test

   The t-test is used for know whether each variable independent has influence in a way significant to variables dependent. Criteria accepted hypothesis if significance < 0.05 and if significance > 0.05 then hypothesis rejected.

Tabel 14. Results of the Personality Variable Regression Coefficient Test on Intelligence

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	9.054	2.146	–	4.219	<0.001
1	Personality	0.544	0.102	0.518	5.346	<0.001

The results of the t-test show t - value amounting to 5,346 with level significance by 0,000 which is smaller of 0.05. This is signified that personality influential in a way positive and significant to intelligence emotional. In other words, the characteristics personality individual own role important in form ability individual in manage and understand emotion.

1. F test

The F test is used for see How influence variables free in a way together to variables bound. The F test criteria are if F count > F table so variables free influential to variables bound, and if F count < F table so variables free No influential to variables tied.

Table 15. ANOVA Test Results on the Influence of Personality on Intelligence

Model	Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.541	1	141.541	28.582	<0.001
1	Residual	386.259	78	4.952	–	–
1	Total	527.800	79	–	–	–

The results of the F test show calculated F value amounting to 28,582 with level significance of 0.000. This value show that the regression model used worthy For explain connection between personality and intelligence emotional.

Coefficient Determination

Coefficient determination for see how much big percentage influence variables independent to variables dependent.

Table 16. Coefficient of Determination Results for Personality Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.518	0.268	0.259	2.22532

Coefficient determination (R Square) of 0.268 shows that personality capable explain amounting to 26.8% variation intelligence emotional. While that, amounting to 73.2% variation intelligence emotional influenced by other factors outside the model, such as experience work, environment social, educational, and other factors psychological other.

With thus, it can conclude that personality own role significant in increase intelligence emotional individua. Therefore that, hypothesis second (H2) which states that personality

influential to intelligence emotional stated accepted.

Simple Linear Regression Model 3

1. Analysis multiple linear regression

Analysis regression used for analyze influence between variables independent to dependent variable.

Table 17. Results of the Regression Coefficient Test of Intelligence Variables on Work Fatigue

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	3.911	1.338	–	2.923	0.005
1	Intelligence	0.408	0.065	0.580	6.292	<0.001

Based on results analysis simple linear regression, obtained equality regression as following:

$$Y = 3.911 + 0.408Z$$

Equality regression the show that constant of 3,911 indicates level fatigue Work when intelligence emotional is zero. The coefficient regression intelligence emotional of 0.408 shows existence connection positive between intelligence emotional and exhausted work. Relationship positive between intelligence emotional and exhausted Work in study This can explained through findings (Szczygiel, 2021). which states that individual with involvement emotional tall more prone to experience accumulation fatigue emotional. This is indicated that on the object study this, increasingly tall intelligence emotional (especially in the dimension high empathy), there is trend improvement fatigue work. Findings study This in line with results study (Cao et al., 2022) which shows that intelligence emotional influential significant to fatigue work, especially in context work public sector is full with demands emotional. This is allegedly happened Because very intelligent employee in a way emotional tend more sensitive to dynamics environment high work, so that absorb burden more emotional large, which leads to fatigue.

Sobel Test Calculation (Mediation)

Connection Personality (X_1) → Job Fatigue (Y) through Intelligence Emotional (Z)

Purpose of the Sobel Test

Sobel test is used for test whether influence No direct variables independent (Personality /X_1) towards variables dependent (Work Fatigue /Y) through mediator variable (Intelligence) Emotional /Z) nature significant. In other words, this test assesses whether the mediation path $X_1 \rightarrow Z \rightarrow Y$ occurs statistically.

Parameters used

Sobel test parameters obtained from the regression output as following:

Table 18. Pathway Coefficient of Influence of Personality and Emotional Intelligence on Work Fatigue

Track	Coefficient (B)	Standard Error (SE)	Information
a ($X_1 \rightarrow Z$)	0.544	0.102	Coefficient Personality to Intelligence Emotional
b ($Z \rightarrow Y \mid X_1$)	0.292	0.072	Coefficient of Emotional Intelligence on Work Fatigue (X_1 control)

Note: In the Sobel test, the coefficient b used is the influence of the mediator (Z) on Y while still including X_1 in the model (multiple regression), because the aim of the test is to assess the indirect influence of X_1 on Y through Z.

1. Sobel's Formula

statistic (z) is calculated with formula following:

$$z = (a \times b) / \sqrt{(b^2 \times Sa^2 + a^2 \times Sb^2)}$$

2. Calculation Steps

   Known: a = 0.544, Sa = 0.102, b = 0.292, Sb = 0.072.

   a) Count influence No direct (a × b):

   $a \times b = 0.544 \times 0.292 = 0.158848$

   b) Count component denominator (standard error of influence) No direct):

   $b^2 \times Sa^2 = (0.292)^2 \times (0.102)^2 = 0.000887$

   $a^2 \times Sb^2 = (0.544)^2 \times (0.072)^2 = 0.001534$

   $b^2Sa^2 + a^2Sb^2 = 0.000887 + 0.001534 = 0.002421$

   $\sqrt{(b^2Sa^2 + a^2Sb^2)} = \sqrt{0.002421} = 0.049206$

   c) Count Sobel z value :

   $z = 0.158848 / 0.049206 = 3.228$

3. Decision Criteria

   At the level significance of 5% ($\alpha = 0.05$) with a two- way test , the results of the Sobel test are stated significant if $|z| > 1.96$ (or p value < 0.05).

   Calculation results shows $|z| = 3.228$ (> 1.96).

   P value (two- tailed) ≈ 0.0012 (< 0.05).

Interpretation and Conclusion

Based on Sobel test results, influence No direct Personality (X_1) towards Fatigue Work (Y) through Intelligence Emotional (Z) is proven significant. This is means Intelligence Emotional play a role as a mediator in connection between Personality and Job Fatigue.

Next, for determine type mediation (full or partial), researcher compare significance influence directly $X_1 \rightarrow Y$ before and after enter Z. Because in the regression model multiple influence direct Personality to Fatigue Work Still significant (Sig. < 0.05), then role mediation that occurred is mediation partial (*partial mediation)*. Findings about role intelligence emotional as a partial mediator in study This in line with results study (Albert & Koza, 2025) Which confirms that intelligence emotional explain track No direct between characteristics individual and fatigue work. Meaning, Personality influence Good Work Fatigue in a way

direct and in a way No direct through Intelligence Emotional.

With Thus, the hypothesis mediation which states that Intelligence Emotional mediate influence Personality to Fatigue Work can stated accepted.

Discussion of Research Results

Research result This prove that personality own influence direct and indirect direct to fatigue Work through intelligence emotional. Findings This strengthen theory and results study previously stated that intelligence emotional play a role as mechanism psychological bridge influence personality against burnout.

CONCLUSION

Based on the results of data analysis and discussion presented in Chapter IV, this study concludes that personality has a positive and significant influence on work fatigue among employees of the Regional Secretariat of Cirebon Regency, indicating that individual personality characteristics play an important role in determining the level of fatigue experienced, where less adaptive personalities tend to be more vulnerable to work pressure. Furthermore, personality is also found to have a positive and significant effect on emotional intelligence, suggesting that an individual's personality shapes their ability to recognize, manage, and control emotions in the work environment. In addition, emotional intelligence has a significant influence on work fatigue, implying that higher emotional sensitivity within a bureaucratic environment can contribute to increased emotional burden if not supported by adequate organizational conditions. Finally, emotional intelligence is proven to partially mediate the relationship between personality and work fatigue, meaning that personality affects work fatigue both directly and indirectly through emotional intelligence. Therefore, emotional intelligence serves as an important psychological mechanism in explaining how personality contributes to the emergence of work fatigue among employees.

REFERENCE

Ahmed, M., Naggar, E., Al-mutairi, S. M., Awad, A., Saidan, A., Al-rashedi, O. S., Al-mutairi, T. A., Al-ruwaili, O. S., Al-mutairi, B. Z., Al-mutairi, N. M., Al-mutairi, F. S., & Alrashedi, A. S. (2025). Emotional Intelligence and Burnout in Healthcare Professionals : A Hospital-Based Study. 1–15.

Albert, F., & Koza, A. (2025). The mediating role of workplace milieu resources on the relationship between emotional intelligence and burnout among leaders in social care. 1–19. https://doi.org/10.1371/journal.pone.0317280

Angelini, G. (2023). Big five model personality traits and job burnout : a systematic literature review. BMC Psychology. https://doi.org/10.1186/s40359-023-01056-y

Ardiyanti, I. (2019). Pengaruh Kelelahan Kerja dan Kepuasan Kerja Terhadap Turnover Intention. 3(1), 11–20.

Ayu, I. G., Tias, P., & Rustika, I. M. (2021). Peran hardiness dan kecerdasan emosional terhadap burnout pada penyidik Direktorat Reserse Polda Bali. 8(1), 12–23. https://doi.org/10.24843/JPU.2021.v08.i01.p02

Badaruddin, B., & Ibrahim, I. (2025). The South East Asian Journal of Management Navigating Work-Life Balance : The Role of Personality , Burnout , and Technology in Indonesian Educators. 19(1). https://doi.org/10.7454/seam.v19i1.1815

Barbu, A., Ana, M., Ichimov, M., Costea-marcu, I. C., Militaru, G., Deselnicu, D. C., & Moiceanu, G. (2025). Exploring Employee Perspectives on Workplace Technology : Usage , Roles , and Implications for Satisfaction and Performance. 1–29.

Bayot, R. S., & Bastida, G. L. (2025). The Mediating Effect of Emotional Intelligence on the Relationship between Personality Traits and Work Engagement of Library Personnel. 3(4), 336–343.

Cao, Y., Gao, L., Fan, L., Jiao, M., Li, Y., & Ma, Y. (2022). The Influence of Emotional Intelligence on Job Burnout of Healthcare Workers and Mediating Role of Workplace Violence : A Cross Sectional Study. 10(May), 1–11. https://doi.org/10.3389/fpubh.2022.892421

Collins, S. P., Storrow, A., Liu, D., Jenkins, C. A., Miller, K. F., Kampe, C., & Butler, J. (2021). No Title 済無No Title No Title No Title. 8(3), 167–186.

Coronado-maldonado, I. (2023). Heliyon Emotional intelligence , leadership , and work teams : A hybrid literature review. 9(September). https://doi.org/10.1016/j.heliyon.2023.e20356

D'Souza, G. S., Irudayasamy, F. G., & Parayitam, S. (2022). Emotional exhaustion, emotional intelligence and task performance of employees in educational institutions during COVID 19 global pandemic: a moderated-mediation model. Personnel Review, 52(3), 539–572. https://doi.org/10.1108/PR-03-2021-0215

Doğru, C. (2022). A Meta-Analysis of the Relationships Between Emotional Intelligence and Employee Outcomes. Frontiers in Psychology, 13(April), 1–12. https://doi.org/10.3389/fpsyg.2022.611348

George, O. J., Okon, S. E., Akaighe, G. O., James, O., & Okon, S. E. (2021). Psychological Capital and Work Engagement among Employees in the Nigerian Public Sector : The Mediating Role of Emotional Intelligence Psychological Capital and Work Engagement among Employees in the Nigerian Public Sector : The Mediating Role of Emotional Intelligence ABSTRACT. International Journal of Public Administration, 00(00), 1–9. https://doi.org/10.1080/01900692.2021.2001010

Info, A., On, R., On, R., On, A., Print, I., & Online, I. (2025). Mapping emotional intelligence and job performance : A bibliometric and thematic analysis. https://doi.org/10.21511/ppm.23(1).2025.01

Kasemy, Z. A., Sharif, A. F., Bahgat, N. M., Abdelsattar, S., & Latif, A. A. A. (2023). Emotional intelligence , workplace conflict and job burn- - out among critical care physicians : a mediation analysis with a cross- - sectional study design in Egypt. https://doi.org/10.1136/bmjopen-2023-074645

Kastanya, L., Aninditha, P., Lakshmi, V., & Cuangganatha, S. (2022). Kepribadian (Big Five Personality) dan Burnout Pada Karyawan Bekerja dari Rumah (Working From Home / WFH) Era Pandemi Covid-19 (Personality (Big Five Personality) and Burnout Employess for Working from Home (WFH) in the Covid-19 Pandemic Era). 21(2), 187–197. https://doi.org/10.24167/psidim.v21i2.4605

Kusuma, C. T., Rahmawati, K. D., Deny, I., & Aji, K. (2025). Jurnal Diversita. 11(2), 365–378. https://doi.org/10.31289/diversita.v11i2.16360

Kusuma, F. H., & Purba, H. P. (1851). Buletin Riset Psikologi dan Kesehatan Mental Pengaruh Fear of COVID-19 terhadap Burnout dengan Variabel Mediator Resiliensi pada Tenaga

Kesehatan. 1(1), 585–594.
Lee, H. J. (2021). Relationship between Emotional Labor and Job Satisfaction: Testing Mediating Role of Emotional Intelligence on South Korean Public Service Employees. Public Organization Review, 21(2), 337–353. https://doi.org/10.1007/s11115-020-00490-5
Maalouf, E., Hallit, S., & Obeid, S. (2022). Personality traits and quality of life among Lebanese medical students : any mediating effect of emotional intelligence ? A path analysis approach. BMC Psychology, 1–12. https://doi.org/10.1186/s40359-022-00739-2
Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience : recent research and its implications for psychiatry. June, 103–111. https://doi.org/10.1002/wps.20311
Ningrum, D. T., & Aprilia, N. (2020). The Relationship Between Job Demand And Emotional Intelligence With Burnout Among Factory Employees In Jepara. 2014, 322–333.
Online, I., Bariqi, M. D., & Anshori, M. I. (2023). Volume 1 Issue 1 , Januari 2023 Model Pendekatan Big Five Personality untuk Mereduksi Burnout dalam Meningkatkan Kinerja Karyawan. 1(1), 7–18.
Szczygiel, D. D. (2021). Emotional Intelligence Mitigates the Effects of Customer Incivility on Surface Acting and Exhaustion in Service Occupations : A Moderated Mediation Model. 11(January). https://doi.org/10.3389/fpsyg.2020.506085