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Role of Work Intensity on Employee Job Satisfaction Mediated by Emotional Exhaustion (Case Study at Prama Hotel Sanur Beach Bali, Indonesia)

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ABSTRACT : This research was conducted at the Prama Hotel Sanur Beach Bali. The sample used in this study was 75 respondent, with a proportional random sampling method. Data collection was carried out through interviews and questionnaires. The analysis technique used is descriptive analysis techniques and inferential analysis. Based on the results, it was found that work intensity has a significant positive effect on emotional exhaustion; Work intensity has a significant negative effect on Job Satisfaction; Emotional exhaustion has a significant negative effect on Job Satisfaction and Emotional exhaustion mediates significantly the effect of work intensity on employee job satisfaction. Companies are advised to add extra hours to deadline so employee can complete their task at the optimal quality and on-time

Keywords: work intensity, emotional exhaustion, job satisfaction

I. INTRODUCTION

1.1 Research Background

Today the increasingly segmented service industry has become the main driving force for economic growth, and employees in the service industry serve as the main support for this driving force (Sima et al., 2020). The highly interactive service industry represented by the hospitality industry is emotionally intensive, and their employees face intense challenges in emotional control as they frequently engage with customers during their service to convey values through their interactions with customers (Chehab & Ilkhanizadeh, 2021). The company is very dependent on the role of employees, because existing employees will determine the success of the company in developing the business and achieving its goals. Companies must be able to manage and retain the employees they currently have.

The phenomenon in a company that has several employees to be able to compete in today's modern technology era, job satisfaction is one of the most important and researched issues in the field of organizational behavior. The high work intensity due to the large number of employees of the Prama Sanur Beach Bali Hotel being dismissed, made some employees who are still working to be assigned other tasks by their superiors, namely those who were initially in the accounting section to become support in the marketing section, this made the job satisfaction of Prama Sanur Beach Bali hotel employees decreased, because the uncertainty of work schedules and job positions can affect employee job satisfaction. Cognitive evaluation of the quality of a person's job well-being, such as salary, coworkers, or supervisors is an important condition in determining whether the employee gets high or low job satisfaction (Paškvan et al., 2016)

Through observations and interviews with Prama Hotel employees in the HRD, housekeeping and security department there are problems that cause low employee job satisfaction due to the current Covid-19 conditions, this can be seen from the uncertain service or compensation obtained because few tourists come to the hotel.

Job satisfaction problems are caused by pressure from the leadership, competition among employees and other external problems, such as salaries that do not match expectations (Hakim, 2020). Job satisfaction can be interpreted as a positive emotional result of employee pleasure that comes from work and as a form of affective and cognitive attitudes from employees about various aspects of their work, then job satisfaction is indirectly related to the components of the whole job (Tentama et al., 2019)). Job satisfaction is a general attitude towards someone's job where work is fun to do, it can be said that the job gives satisfaction to the perpetrator (Muliani & Indrawati, 2016). Davidescu et al. (2020) argues that job satisfaction is a person's perspective, both positive and negative about their work. Mahmood et al. (2019) define job satisfaction as a feeling of satisfaction at the level of work that shapes attitudes.

Job satisfaction is one of the important factors that affect the company, because most of the human time is spent at work, the factors that affect employee job satisfaction vary, the factors themselves in their role of providing satisfaction to employees depend on employees individuality (Abdulkhaliq & Mohammadali, 2019). Job satisfaction is an employee's satisfaction with the burden, working conditions, relationships with colleagues and freedom in developing a career (Wolor et al., 2020). This study uses resource conservation theory which argues that individuals seek to obtain, maintain, protect, and grow the things they value (Prapanjaroensin et al., 2017). Resource conservation theory implies that individuals will try to conserve lost resources or are exhausted in doing intense work, employees become psychologically detached, not only refrain from doing work actively (e.g. checking voicemails, checking and responding to e-mails from home, not being summoned), but also refrain from thinking about work-related problems (Hobfoll et al., 2018). Perceptions of fairness serve as a signal that investing in resources is a worthwhile endeavor because it will produce successful results. Individuals can value resources differently than organizations. Individuals are as important as organizations, it is very important for resource conservation theory to understand how individuals determine the value of resources and how it may differ between individuals and individuals (Hakim, 2020).

Work intensity generally refers to the level of physical or mental input of employees when completing tasks at work (Kohont & Zajc, 2020) and includes three demands: emotional (affect, work stress level), job (effort, greater workload) and time (speed, longer working hours, high work speed, tight deadlines, insufficient time to complete tasks). Extant studies show that the effects of work intensity vary, resulting in an incomplete account of how work intensity actually affects employees (Burke et al., 2017). This gap is important in the literature as work intensity has become more common for employees globally (Bhui et al., 2016)

Emotional exhaustion is a condition of lack of arousal as a result of the accumulation of stress from work life, without immediate treatment, emotional exhaustion will worsen depersonalization and mental decline, and ultimately lead to a series of negative productive behaviors (Fernández-castro et al., 2017). Frustration can be caused by emotional exhaustion, if ongoing frustration will be fatal for employees (Akram et al., 2019). The emergence of excessive stress, and difficult to overcome which can lead individuals to a worse state where apathy, cynicism, and frustration appear is a condition of a person with emotional exhaustion. Emotional exhaustion is a unique individual response to stress experienced outside the norm in interpersonal relationships due to strong emotional impulses, the emergence of feelings as if no one is helping them, depression, feelings of bondage and hopelessness. Emotional exhaustion is the beginning of a personality decline that encourages the return of feelings of lack of confidence in an employee so that it has an impact on employee job satisfaction in the organization (Kusriyani, 2016).

Work intensity that affects employee job satisfaction which in turn affects employee emotional exhaustion. Job demands consume personal resources which then cause emotional exhaustion. High work intensity will result in low job satisfaction, so that work intensity has a negative effect on employee job satisfaction. The impact of work intensity on employee outcomes is important to examine because of the scarcity of research focusing on potential negative outcomes of work intensity, but also because job satisfaction has been shown to have spillover effects on work attitudes and behavior. Prajogo (2019), Baeriswyl et al. (2016) state that emotional exhaustion has a negative effect on job satisfaction, the higher the emotional exhaustion, the lower the job satisfaction, and vice versa if emotional exhaustion is low, job satisfaction increases. Huynh et al. (2014) stated that they have explored how emotional exhaustion can mediate the relationship between work intensity and employee job satisfaction, where emotional exhaustion indirectly mediates between the two variables, namely work intensity and employee job satisfaction. The **research gap** is found Simanjuntak & Sadalia (2020), emotional exhaustion has a positive effect on job satisfaction and is significant.

1.2 Research Hypothesis

Boxall & Macky (2014) stated that work intensity has a positive and significant effect on emotional exhaustion. Three demands in work intensity, namely emotional (affect, work stress level), work (effort, greater workload) and time (speed, longer working hours, high work speed, tight deadlines, insufficient time). to complete the task), making work intensity a positive effect on emotional exhaustion (Boisard et al., 2003). Santika & Sudibia (2017) states that emotional exhaustion is exhaustion caused by depletion of resources or energy and time due to excessive work intensity so that a person cannot perform their roles and responsibilities adequately and comfortably, so work intensity affects emotional exhaustion positively and significantly.

H1: Work intensity has a positive and significant effect on emotional exhaustion

Emotional exhaustion is a condition of lack of passion as a result of the accumulation of stress from work life (Septyaningdyah & Palupiningdyah, 2017), so that employees who experience emotional exhaustion have a negative impact on employee job satisfaction. The impact of emotional exhaustion on employee job satisfaction is important to examine because it will have a negative and significant effect on company operations. Prajogo (2019), Baeriswyl et al. (2016) states that emotional exhaustion has a negative effect on job

satisfaction, the higher the emotional exhaustion, the lower the job satisfaction, and vice versa if emotional exhaustion is low, job satisfaction increases.

H2: Emotional exhaustion has a negative and significant effect on employee job satisfaction.

Job satisfaction is a positive feeling about someone's job which is the result of an evaluation of its characteristics (Rismayanti et al., 2018), if the work intensity given to employees exceeds the employee's limit, then the employee's job satisfaction will decrease significantly. Work intensity generally refers to the level of physical or mental input of employees when completing tasks at work, so that work intensity has a negative and significant effect on employee job satisfaction. Work intensity includes three demands, namely emotional (affect, work stress level), work (effort, greater workload) and time (speed, longer working hours, high work speed, tight deadlines, insufficient time). to complete the task), high work intensity will result in low job satisfaction, so that work intensity has a negative effect on employee job satisfaction (Boisard et al., 2003). Work intensity as a consistent predictor in determining employee work results, it makes work intensity has a significant effect on employee job satisfaction (Burke et al., 2017).

H3: Work intensity has a negative and significant effect on employee job satisfaction.

Huynh et al. (2014) stated that they have explored how emotional exhaustion can mediate the relationship between work intensity and employee job satisfaction, where emotional exhaustion indirectly mediates between the two variables, namely work intensity and employee job satisfaction. Job satisfaction is a reflection of an employee's feelings, it can be concluded that emotional exhaustion is able to mediate the relationship between work intensity and employee job satisfaction

H4: Emotional exhaustion mediates the relationship between work intensity and employee job satisfaction.

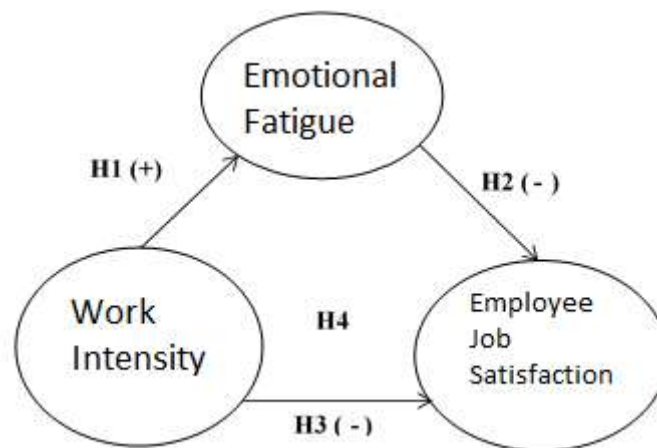


Fig. 1 Conceptual framework

II. RESEARCH METHODS

3.1 Research Design

The method used in this research is a quantitative method which is associative causality. This research will be conducted at Prama Hotel Sanur Beach Bali which is located at Jalan Cemara, Sanur, Bali. The consideration of choosing this company as the research location, because based on initial research, it was seen that there were problems with low employee job satisfaction due to the current Covid-19, and the emotional exhaustion of employees of the Prama Hotel Sanur Beach Bali. Employee emotional exhaustion is indicated by the influence of work intensity at Hotel Prama Sanur Beach Bali. This study used a questionnaire as the primary data collection method, measured by a Likert scale of 1 - 5. In this study, the population was all employees at Hotel Prama Sanur Beach Bali as of August 2020 as many as 300 employees. The number of samples in the study of 75 employees was determined based on the Slovin formula with a proportional random sampling technique. This study uses interviews and questionnaires as data collection methods. The inferential analysis used in this study is path analysis with the help of SPSS for windows.

3.2 Operational definition of the variable

3.2.1 Job satisfaction (Y)

Job satisfaction is an expression of happiness or unhappiness from the employees of the Prama Sanur Beach Bali Hotel while carrying out their work. Indicators to measure organizational commitment: Job; pay, promotion opportunities; Supervisor; co-workers

3.2.2 Work Intensity (X)

Intensity is the level of frequency of the Prama Sanur Beach Bali Hotel employees in doing a job that is based on feeling happy about the work being done. Indicators for measuring job enrichment are: Motivation; Activity duration; Activity frequency; Presentation; Attitude direction; Interest

3.2.3 Emotional Exhaustion(Z)

Emotional exhaustion is the beginning of a personality setback that encourages the return of feelings of lack of confidence in the employees of the Prama Sanur Beach Bali Hotel so that it has an impact on the work they take. Indicators to measure job satisfaction include: Workload; Time pressure; Lack of social support; Stress

III. RESULTS AND DISCUSSION

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.075	0.272		3.947	0.000
Work intensity	0.728	0.085	0.707	8.553	0.000
R ² : 0,501					

Table 1 indicate, The work intensity variable has a coefficient of 0.707 which means that work intensity has a positive effect on emotional exhaustion, this means that if work intensity increases, emotional exhaustion will increase by 0.707.

Table 2. Sub structural Path Analysis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.140	0.258		19.918	0.000
Work intensity	-0.328	0.104	-0.340	-3.164	0.002
Emotional exhaustion	-0.456	0.101	-0.486	-4.529	0.000
R ² : 0,586					

Table 2 indicate, Work Intensity variable has a coefficient of -0.340 means that work intensity has a negative effect on Job Satisfaction, this means that if work intensity increases, Job Satisfaction will decrease by 0.340. Emotional exhaustion variable has a coefficient of -0.486 means emotional exhaustion has a negative effect on Job Satisfaction This means that if emotional exhaustion increases, Job Satisfaction will decrease by 0.486. In the calculation of the total coefficient of determination, it is obtained at 0.793, the conclusion is that 79.3% of the Job Satisfaction variable at Hotel Prama Sanur Beach Bali is influenced by work intensity and emotional exhaustion, while the remaining 20.7% is influenced by other factors that are not included in the research model or outside the research model. The effect of work intensity on emotional exhaustion, it is found that work intensity has a direct effect on emotional exhaustion of 0.707. The effect of emotional exhaustion on job satisfaction, it is found that emotional exhaustion has a direct effect on job satisfaction of -0.486. Effect of work intensity on Job Satisfaction, it is found that work intensity has a direct effect on Job Satisfaction of -0.340. The role of emotional exhaustion in mediating the effect of work intensity on job satisfaction, the results show that work intensity has a direct and indirect effect through emotional exhaustion on job satisfaction with coefficient values of -0.340 and -0.344 respectively, so that the total effect is -0.684.

Sobel Test

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}}$$

$$Z = \frac{0,707 \cdot 0,486}{\sqrt{(0,486^2 \cdot 0,085^2) + (0,707^2 \cdot 0,101^2) + (0,085^2 \cdot 0,101^2)}} = \frac{0,344}{0,083} = 4,143$$

Based on the results of the Sobel test, it shows that the results of $Z = 4.143 > 1.96$, which means that the work intensity variable has a significant effect on Job Satisfaction at the Prama Sanur Beach Bali Hotel by mediating emotional exhaustion, so that emotional exhaustion is a mediating variable in the effect of work intensity on job satisfaction at Prama Sanur Beach Bali Hotel

4.1 The Effect of Work Intensity on Emotional Exhaustion

Work intensity has a Beta value of 0.707 and a Sig. amounting to 0,000 <0.05. The conclusion is that work intensity has a significant positive effect on emotional exhaustion, in other words the increasing work intensity at the Prama Sanur Beach Bali Hotel, the increasing emotional exhaustion at the Prama Sanur Beach Bali Hotel. So that the **H1 is accepted**. The results of the hypothesis in this study indicate that work intensity has a positive and significant effect on emotional exhaustion, in other words the increasing work intensity at the Prama Sanur Beach Bali Hotel, the higher the level of work motivation at the Prama Sanur Beach Bali Hotel. So that the first hypothesis is accepted. The impact of work intensity is very influential on employee work results, starting from the physical input of an employee to things that affect his job at the company. Emotional exhaustion is exhaustion caused by depletion of resources or energy and time due to excessive work intensity so that a person cannot perform roles and responsibilities adequately and comfortably, so that work intensity affects emotional exhaustion in a positively significant manner.

4.2 The Effect of Emotional Exhaustion on Job Satisfaction

Emotional exhaustion has a Beta value of -0.486 and a Sig. equal to 0.000 <0.05. The conclusion is that emotional exhaustion has a significant negative effect on Job Satisfaction, in other words if emotional exhaustion increases, Job Satisfaction at Hotel Prama Sanur Beach Bali. will decrease further. So that **H2 is accepted**. Job satisfaction is a positive feeling about someone's job which is the result of an evaluation of its characteristics, if the work intensity given to employees exceeds the employee's limit, then the employee's job satisfaction will decrease significantly.

4.3 Effect of Work Intensity on Job Satisfaction

Work intensity has a Beta value of -0.340 and a Sig. equal to 0.002 <0.05. The conclusion is that work intensity has a significant negative effect on Job Satisfaction, in other words, increasing work intensity will reduce Job Satisfaction at Hotel Prama Sanur Beach Bali. So that **H3 is accepted**. Emotional exhaustion is a condition of lack of passion as a result of the accumulation of stress from work life, so that employees who experience emotional exhaustion have a negative impact on employee job satisfaction.

4.4 The Effect of Work Intensity on Employee Job Satisfaction is Mediated by Emotional Exhaustion

Based on the results of the Sobel test, it shows that the results of $Z = 4.143 > 1.96$, which means that the work intensity variable has a significant effect on Job Satisfaction at the Prama Sanur Beach Bali Hotel by mediating emotional exhaustion, so that emotional exhaustion is a mediating variable in the effect of work intensity on job satisfaction at Prama Sanur Beach Bali Hotel, so that **H4 is accepted**. Job satisfaction is a reflection of the feelings of an employee, the results of exploration from various existing sources, it can be concluded that emotional exhaustion mediates the relationship between work intensity and employee job satisfaction. Emotional exhaustion can mediate the relationship between work intensity and employee job satisfaction caused by the effort to do work that has high intensity which can have an effect on employee job satisfaction through emotional exhaustion which has a significant effect.

4.5 Research Implications

The theoretical implications of the results of this study provide evidence on the development of Human Resource Management and the science of organizational behavior in particular regarding Work Intensity, Emotional Exhaustion and Job Satisfaction which are able to empirically prove Resource Conservation Theory proposes that individuals try to choose behavior based on resources that are exists to maximize returns and minimize further loss of resources. Theoretically, this study also provides an understanding that low work intensity and low emotional exhaustion can significantly increase job satisfaction, when the increased work intensity is obtained by increasing emotional exhaustion, the emotional exhaustion felt by becoming stronger so that it has the potential to reduce job satisfaction.

IV. CONCLUSION

5.1 Conclusion

Work intensity has a positive and significant effect on emotional exhaustion at Hotel Prama Sanur Beach Bali. Emotional exhaustion has a negative and significant effect on Job Satisfaction at Hotel Prama Sanur Beach Bali. Work intensity has a negative and significant effect on Job Satisfaction at Hotel Prama Sanur Beach Bali. Emotional exhaustion is a variable that is able to mediate the effect of work intensity on job satisfaction at Prama Hotel Sanur Beach Bali

5.2 Suggestions

The company can assign tasks according to the capability of employees and provide adequate time for employees to complete their work

5.3 Research Limitations

This research was carried out only within the scope of Hotel Prama Sanur Beach Bali so that these results cannot be used in different companies in the same or non-similar business fields.

5.4 Further Research

For further research, it is expected to be able to add variables that can affect Job Satisfaction, and be able to expand the scope of research which is not only limited to Hotel Prama Sanur Beach Bali, or can also change the research location which is not only focused on a research location, thus providing a view that is more and can be implemented in general.

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