



The Influence of Personality and Emotional Intelligence on Burnout and Its Implications for Employee Performance at PT Cirebon Hotel

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Abstract

This study aims to investigate the influence of personality and emotional intelligence on burnout and its implications for employee performance at PT Cirebon Hotel and Convention (The Luxton Cirebon). The research is grounded in the high emotional pressure and job demands characteristic of the hospitality sector, which can contribute to burnout and diminish employee performance. The methodology employed is a quantitative approach with a causal-associative design. The population of this study consists of 250 employees, with a sample of 154 respondents determined using the Slovin formula. Data were collected through a questionnaire employing a Likert scale and subsequently analyzed using path analysis with SPSS software. The findings indicate that personality and emotional intelligence exert a significant negative influence on burnout. Furthermore, personality and emotional intelligence contribute significantly and positively to employee performance, while burnout exerts a significant negative effect on performance. This study also reveals that burnout functions as a mediating variable in the relationship between personality and emotional intelligence and employee performance. The results of this study offer a theoretical contribution to the development of organizational behavior research, as well as practical implications for hotel management in achieving sustainable human resource management.

INTRODUCTION

The hospitality industry is a service sector that relies heavily on the quality and professionalism of the workforce as the main component in providing services to consumers. The hallmark of this service-focused industry requires intensive interpersonal interaction, consistency in service standards, and the ability of employees to handle emotional demands during work (Babatunde et al., 2021). Increasingly fierce competition in the global tourism industry, coupled with changing consumer expectations for fast, personalized, and high-quality service experiences, is putting an even heavier workload on hotel workers (da Cruz Botelho, 2023; Das, 2023; Liu-Lastres et al., 2023; Wang et al., 2022).

Generally, the work environment in the hospitality sector is characterized by a rotating work system, long working hours, high workload, and strict regulatory demands in service. In addition, the uncertainty of service demand due to economic changes and changes in tourist behavior after the pandemic also added psychological pressure for employees (Al-Ghazali & Afsar, 2022; Li et al., 2022; Mao et al., 2021). This state has the potential to lead to long-term work stress which, if not managed properly, can lead to burnout. The impact of burnout not

only affects the mental health of individuals, but also has an impact on decreased productivity, increased intention to change jobs, and decreased quality of organizational services (Maslach and Leiter, 2016; Kim et al., 2023).

The World Health Organization (WHO) through the International Classification of Diseases (ICD-11) identifies burnout as a work-related phenomenon that arises from long-term work stress that is not properly managed (WHO, 2019). Empirically, various international studies show that burnout is significantly negatively related to employee performance, job satisfaction, commitment to the organization, and quality of customer service, especially in service sectors that require direct interaction such as the hospitality and tourism industries (Bakker and Demerouti, 2017; Karatepe, 2020).

In the context of organizations engaged in services, individual employee factors have an important role in explaining variations in burnout rates and work performance. The Big Five Personality Theory explains that personality dimensions such as neuroticism, extraversion, conscientiousness, agreeableness, and openness affect the way individuals cope with stress, manage interpersonal conflicts, and maintain work motivation in stressful situations (Goldberg, 1993; McCrae and Costa, 2008). In addition, emotional intelligence is the ability of individuals to recognize, understand, and manage the emotions of themselves and others adaptively, so that it can improve psychological endurance and the quality-of-service interactions to customers (Salovey and Mayer, 1990; Goleman, 1998). However, previous research has shown inconsistent results regarding the direct and indirect relationship between personality, emotional intelligence, burnout, and employee performance, especially with regard to the role of burnout as a mediating variable in organizational behavior models in the service sector (Lee and Ok, 2012; O'Boyle et al., 2011).

The urgency of this research is underscored by several critical factors. First, the hospitality industry in Indonesia has experienced rapid growth and increasing competition, requiring hotels to maintain high service quality while managing employee well-being. Second, the post-pandemic period has brought heightened psychological pressure on hospitality employees due to changed consumer expectations and staffing challenges. Third, the high turnover rates in the hotel industry can be partially attributed to burnout, which imposes significant costs on organizations in terms of recruitment, training, and lost productivity (Karatepe, 2020). Fourth, understanding the psychological mechanisms underlying employee performance can help organizations design targeted interventions to reduce burnout and enhance performance. This phenomenon is becoming increasingly important in the context of the hospitality industry in Indonesia which is now facing increasingly fierce business competition, increasing global service standards, and the need for a flexible workforce focused on service quality. Star-rated hotels are required to maintain consistency in customer experience while maintaining employee performance amid complex operational challenges. Therefore, this research was conducted at PT. Cirebon Hotel and Convention (The Luxton Cirebon) is an example of a hospitality organization that operates in a competitive environment with high demands on service quality (Trisnawati et al., 2025).

This phenomenon is becoming increasingly important in the context of the hospitality industry in Indonesia which is now facing increasingly fierce business competition, increasing global service standards, and the need for a flexible workforce focused on service quality. Star-rated hotels are required to maintain consistency in customer experience while maintaining

employee performance amid complex operational challenges (Gregory et al., 2026; Shi et al., 2021). Therefore, this research was conducted at PT. Cirebon Hotel and Convention (The Luxton Cirebon) is an example of a hospitality organization that operates in a competitive environment with high demands on service quality (Darmawan et al., 2023; Ichdayati & Sari, 2018; Sepfiani et al., 2024).

This study aims to cover the shortcomings in the research by empirically examining the impact of personality and emotional intelligence on work fatigue and its influence on employee performance in the hospitality sector in Indonesia. From a theoretical point of view, this research is expected to add insight in the literature on human resource management and organizational behavior, especially regarding psychological mechanisms that affect employee performance in the service sector. On the practical side, it is hoped that the results of this research can be used as a basis for organizational policy making in designing human resource management strategies that focus on employee welfare, improving service quality, and sustainability of hotel organizational performance.

METHOD

Types and Approaches to Research

This study applied a quantitative method with a causal associative research type. The quantitative method was chosen because the purpose of this study is to test the relationship between variables that can be measured with numbers and analyzed through statistical techniques. This type of causal associative research is emphasized because this study aims to identify the cause-and-effect relationship between personality characteristics and emotional intelligence to burnout and its impact on employee performance.

Population and Sample

The population studied in this study is all employees of PT. Cirebon Hotel and Convention (The Luxton Cirebon). This number of employees includes individuals from various divisions both who run operations and those who work in the administrative field. To determine the sample size in this study, the Slovin formula with a margin of error of 5% (0.05) was used. This formula is applied because the population being studied is clearly known. Based on this calculation, the number of samples taken in this study was 154 respondents.

Data Types and Sources

The type of information used is initial information obtained through the distribution of a questionnaire with a Likert scale to the participants. This questionnaire is distributed to employees both through Google Form and directly using paper (offline). In addition, simple observations are also carried out to assess the general situation in the workplace to strengthen data analysis.

Technical Data Analysis

The technique used to analyze the data in this study was path analysis with the help of SPSS software. Path analysis is a form of development of multiple linear regression analysis that aims to investigate cause-effect relationships, both directly and indirectly between variables. According to Ghazali (2021), path analysis serves to describe the pattern of relationships between variables based on a causal model that has been created previously. In this study, there are two structural formulas. The first formula describes the influence of character and emotional intelligence on burnout rates. The second formula explains the

influence of character and emotional intelligence on burnout and its impact on employee performance.

RESULTS AND DISCUSSION

Validity Test

Table 1. Results of the Validity Test of Research Instruments

Indicator	R Table	R count	Conclusion
X1_1	0.1603	0.770	Valid
X1_2	0.1603	0.753	Valid
X1_3	0.1603	0.712	Valid
X1_4	0.1603	0.768	Valid
X1_5	0.1603	0.711	Valid
X1_6	0.1603	0.729	Valid
X1_7	0.1603	0.714	Valid
X1_8	0.1603	0.803	Valid
X1_9	0.1603	0.765	Valid
X1_10	0.1603	0.775	Valid
X1_11	0.1603	0.730	Valid
X1_12	0.1603	0.818	Valid
X1_13	0.1603	0.737	Valid
X1_14	0.1603	0.758	Valid
X1_15	0.1603	0.742	Valid
X1_16	0.1603	0.745	Valid
X1_17	0.1603	0.779	Valid
X1_18	0.1603	0.706	Valid
X1_19	0.1603	0.734	Valid
X1_20	0.1603	0.758	Valid
X1_21	0.1603	0.691	Valid
X1_22	0.1603	0.690	Valid
X1_23	0.1603	0.815	Valid
X1_24	0.1603	0.719	Valid
X1_25	0.1603	0.766	Valid
X2_1	0.1603	0.773	Valid
X2_2	0.1603	0.749	Valid
X2_3	0.1603	0.739	Valid
X2_4	0.1603	0.786	Valid
X2_5	0.1603	0.709	Valid
X2_6	0.1603	0.701	Valid
X2_7	0.1603	0.733	Valid
X2_8	0.1603	0.717	Valid
X2_9	0.1603	0.723	Valid
X2_10	0.1603	0.714	Valid
X2_11	0.1603	0.680	Valid
X2_12	0.1603	0.804	Valid
X2_13	0.1603	0.785	Valid
X2_14	0.1603	0.832	Valid
X2_15	0.1603	0.750	Valid
Z1_1	0.1603	0.654	Valid

Indicator	R Table	R count	Conclusion
Z1_2	0.1603	0.663	Valid
Z1_3	0.1603	0.608	Valid
Z1_4	0.1603	0.664	Valid
Z1_5	0.1603	0.635	Valid
Z1_6	0.1603	0.705	Valid
Z1_7	0.1603	0.725	Valid
Z1_8	0.1603	0.774	Valid
Z1_9	0.1603	0.733	Valid
Z1_10	0.1603	0.710	Valid
Z1_11	0.1603	0.751	Valid
Z1_12	0.1603	0.738	Valid
Z1_13	0.1603	0.647	Valid
Z1_14	0.1603	0.695	Valid
Z1_15	0.1603	0.732	Valid
Y1_1	0.1603	0.743	Valid
Y1_2	0.1603	0.663	Valid
Y1_3	0.1603	0.777	Valid
Y1_4	0.1603	0.789	Valid
Y1_5	0.1603	0.664	Valid
Y1_6	0.1603	0.656	Valid
Y1_7	0.1603	0.645	Valid
Y1_8	0.1603	0.615	Valid
Y1_9	0.1603	0.747	Valid
Y1_10	0.1603	0.752	Valid
Y1_11	0.1603	0.716	Valid
Y1_12	0.1603	0.729	Valid
Y1_13	0.1603	0.697	Valid
Y1_14	0.1603	0.725	Valid
Y1_15	0.1603	0.786	Valid

Based on the results of the validity test, a correlation number (r calculated) was obtained, which turned out that all the results of the statement were larger when compared to the required table r of 0.1603 This will allow its utilization for future analysis.

Reliability Test

Table 2. Results of the Reliability Test of Research Instruments

Variable	Cronbach's Alpha	Conclusion
X1	0.860	Realistic
X2	0.863	Realistic
Z	0.904	Realistic
Y	0.847	Realistic

According to Gozali, the threshold for reliability is 0.70 to be able to say that the variable is reliable and based on the results of the analysis, it is obtained that all variables exceed the threshold or Cronbach's Alpha Value > 0.7 so that the data is said to be reliable.

CLASSIC ASSUMPTION TEST

Multicollinearity Test

Table 3. Multicollinearity Test Results

Coefficient		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Models		B	Std. Error	Beta			Tolerance	VIVID
1	(Constant)	33,372	3,178		10,500	,000		
	Personality	-,556	,087	-,530	-6,406	,000	,148	6,749
	Emotional Intelligence	,307	,075	,299	4,071	,000	,188	5,311
	Burnout	-,085	,060	-,127	-1,410	,161	,126	7,948

a. Dependent Variable: Employee Performance

Because the Tolerance value > 0.100 and VIF $< 10,000$, it was concluded that there were no symptoms of multicollinearity

Normality Test

Table 4. Normality Test Results Using the One-Sample Kolmogorov–Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		154
Normal Parameters, b	Red	,0000000
	Std. Deviation	1,40078215
Most Extreme Differences	Absolute	,067
	Positive	,045
	Negative	-,067
Test Statistic		,067
Asymp. Sig. (2-tailed)		.097c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Because of the value of Asymp. Sig. (2-tailed) of $0.097 > 0.05$, it is concluded that the data is distributed normally.

Heteroskedasticity Test

Table 5. Heteroscedasticity Test Results

Coefficient		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Models		B	Std. Error	Beta		
1	(Constant)	2,608	2,014		1,295	,197
	Personality	,023	,055	,091	,426	,670
	Emotional Intelligence	-,042	,048	-,167	-,883	,379
	Burnout	-,025	,038	-,154	-,666	,507

a. Dependent Variable: ABS_RES

Because the Sig. value on Personality is $0.670 > 0.05$, Emotional Intelligence is $0.379 > 0.05$, and Burnout is $0.507 > 0.05$, it means that the data does not occur symptoms of Heteroskedasticity or the assumption of the Heteroskedasticity test has been fulfilled.

Autocorrelation Test

Table 6. Autocorrelation Test Results Using the Durbin–Watson Test

Model Summary ^b					
Models	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.923 ^a	.852	.849		1,41510
a. Predictors: (Constant), <i>Burnout</i> , Emotional Intelligence, Personality					
b. Dependent Variable: Employee Performance					

Because the Durbin-Watson value is 1,834 where $DL < DW < (4-DU)$ or $1,706 < 1,834 < 2,240$, it can be concluded that the data does not autocorrelation.

Table 7. Path Analysis Results of Direct Influence Between Variables

Coefficient					
Models		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	27,807	3,709		,000
	Personality	,904	,093	,577	,000
	Emotional Intelligence	-,597	,091	-,389	,000
a. Dependent Variable: <i>Burnout</i>					
Coefficient					
Models		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	33,372	3,178		,000
	Personality	-,556	,087	-,530	,000
	Emotional Intelligence	,307	,075	,299	,000
	<i>Burnout</i>	-,085	,060	-,127	,161
a. Dependent Variable: Employee Performance					

1. Analysis of the influence of Personality on *Burnout*

A Personality significance value of $0.000 < 0.05$ was obtained. Thus, it can be concluded that there is a direct significant influence of Personality on *Burnout*

2. Analysis of the influence of Emotional Intelligence on *Burnout*

The significance value of Emotional Intelligence was obtained of $0.000 < 0.05$. Thus, it can be concluded that there is a direct significant influence of Emotional Intelligence on *Burnout*.

3. Analysis of the influence of Personality on Employee Performance

A Personality significance value of $0.000 < 0.05$ was obtained. Thus, it can be concluded that there is a direct significant influence of Personality on Employee Performance.

4. Analysis of the influence of Emotional Intelligence on Employee Performance

The significance value of Emotional Intelligence was obtained of $0.000 < 0.05$. Thus, it can be concluded that there is a direct significant influence of Emotional Intelligence on Employee Performance.

5. Analysis of the Influence of *Burnout* on Employee Performance

The significance value of *Burnout* was $0.161 > 0.05$. Thus, it can be concluded that there is no direct significant effect of *Burnout* on Employee Performance.

6. Analysis of the influence of Personality through *Burnout* on Employee Performance

The direct influence that Personality gives on Employee Performance is - 0.530. Meanwhile, the indirect influence of Personality through *Burnout* on Employee Performance is the result of multiplying the beta value of Personality on *Burnout* and the beta value of *Burnout* on Employee Performance, namely: $0.577 \times -0.127 = -0.073$. So the total influence that Personality gives on Employee Performance is a direct influence plus an indirect influence, namely: $(-0.530) + (-0.073) = -0.603$. Based on the results of the calculation above, it is known that the value of direct influence is greater than the indirect influence. These results show that indirectly Personality through *Burnout* does not have a significant influence on Employee Performance.

7. Analysis of the Influence of Emotional Intelligence through *Burnout* on Employee Performance

It is known that the direct influence given by Emotional Intelligence on Employee Performance is 0.299. Meanwhile, the indirect effect of Emotional Intelligence through *Burnout* on Employee Performance is: $-0.389 \times -0.127 = 0.049$. So the total influence given by Emotional Intelligence on Employee Performance is 0.348. Based on the results of the calculation above, it is known that the value of direct influence is smaller than that of indirect influence. These results show that indirectly Emotional Intelligence through *Burnout* has a significant influence on Employee Performance.

CONCLUSION

Based on the results of research on the influence of individual characteristics and emotional intelligence on the level of fatigue and its impact on employee performance in the hospitality sector, it can be concluded that individual psychological factors play an important role in determining the quality of employee work. Individual characteristics prove to be internal elements that influence how a person reacts to work pressure, manages emotions, and maintains productivity in a dynamic, service-focused work environment. Emotional intelligence also makes a significant contribution to reducing burnout levels through an individual's ability to recognize, respond and express emotions in an appropriate way. Employees who have high emotional intelligence usually show better mental resilience so that they can handle the demands of the job more efficiently. Conversely, fatigue can degrade the quality of performance if not managed properly, especially in service industries that require high social interaction such as hospitality. The results of this study show that the relationship between individual characteristics, emotional intelligence, fatigue, and employee performance is interconnected and forms a complex psychological mechanism in determining work effectiveness. Therefore, human resource management that pays attention to the psychological

aspects of individuals is an important factor in improving the quality of service and the sustainability of organizational performance in the hospitality sector.

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