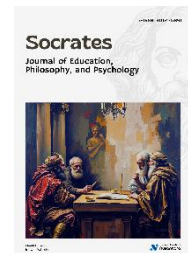




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The Effect of Emotional Exhaustion on Psychological Well-Being Among Employeess with High Pressure

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Abstract: Emotional exhaustion is one of the most common psychological problems experienced by employees due to high job demands. This condition has the potential to reduce psychological well-being, which is essential for individuals to perform their work functions effectively. This study aimed to examine the effect of emotional exhaustion on psychological well-being among employees experiencing high levels of work pressure. A quantitative approach was employed involving 152 employees selected through purposive sampling. The research instruments consisted of the Emotional Exhaustion Scale and the Psychological Well-Being Scale. Data were analyzed using Spearman's rho correlation and the Generalized Linear Model (Ordinal Logistic Regression). The results revealed a significant negative relationship between emotional exhaustion and psychological well-being ($p = -0.630$; $p < 0.001$). Furthermore, regression analysis indicated that emotional exhaustion significantly affected psychological well-being, contributing 39.7% of the variance. The findings suggest that higher levels of emotional exhaustion are associated with lower levels of psychological well-being among employees. These results highlight the importance of managing emotional exhaustion as an effort to enhance employees' psychological well-being in high-pressure work environments.

Keywords: Emotional Exhaustion, Psychological Well-Being, Employees, Work Pressure.

INTRODUCTION

The modern workplace is characterized by increasing job demands that require employees to work efficiently, respond quickly, and adapt to continuous organizational changes. High job demands are not limited to heavy workloads but also include time pressure, task complexity, increased responsibilities, and higher performance expectations. These conditions require employees to continuously invest substantial physical and psychological resources to meet organizational goals. When such demands persist over an extended period without adequate support, various psychological problems may emerge. One of the most common consequences is emotional exhaustion. Emotional exhaustion has become an important indicator of employees' declining capacity to cope with daily work-related stressors (Mauno et al., 2024; Pasaribu et al., 2025).

Emotional exhaustion refers to a condition in which individuals feel emotionally drained due to prolonged exposure to work-related demands. According to Maslach et al. (2001), emotional exhaustion is the core dimension of burnout and is characterized by feelings of physical, emotional, and mental fatigue. Employees experiencing emotional exhaustion often demonstrate reduced work motivation, difficulties in concentration, and lower engagement in their tasks. Moreover, high work pressure limits opportunities for recovery, thereby worsening emotional strain. Previous studies have shown that emotional exhaustion can negatively affect both employees' professional performance and personal well-being (Wardana et al., 2024; Karahan Kaplan et al., 2024).

The phenomenon of emotional exhaustion has attracted considerable attention because its prevalence continues to increase across various occupational sectors. Abdul Aziz et al. (2024) reported that more than half of employees experience symptoms of emotional exhaustion in their daily work activities. Other findings indicate that Indonesia is among the countries with relatively high levels of employee emotional exhaustion, posing significant risks to workers' mental health (Kasaga et al., 2025). These findings suggest that excessive work pressure affects not only productivity but also employees' psychological well-being. Therefore, understanding the contribution of emotional exhaustion to employees' psychological conditions is essential.

Psychological well-being refers to an individual's ability to function optimally in various aspects of life. Ryff and Keyes (1995) proposed that psychological well-being consists of six dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Individuals with high psychological well-being are generally capable of managing life challenges effectively, maintaining healthy social relationships, and finding meaning in their lives. In contrast, low psychological well-being is often associated with increased stress, anxiety, concentration difficulties, reduced life satisfaction, and poorer work performance (Syakina et al., 2022).

Previous studies have consistently demonstrated a negative relationship between emotional exhaustion and psychological well-being. Jin et al. (2020) found that increased emotional exhaustion was associated with lower quality of life and poorer psychological conditions among employees. Similarly, Wu et al. (2023) reported that emotional exhaustion acts as a mediator through which job demands negatively affect psychological well-being. Despite these findings, studies specifically examining the effect of emotional exhaustion on psychological well-being among employees experiencing high work pressure remain limited. Therefore, this study was conducted to investigate the effect of emotional exhaustion on psychological well-being among employees with high levels of work pressure.

METHOD

This study employed a quantitative approach with a causal associative design. A total of 152 employees were selected using purposive sampling based on the following criteria: being at least 18 years old, actively employed, and having a minimum work tenure of six months. Data were collected using the Emotional Exhaustion Scale and the Psychological Well-Being Scale, both of which met the requirements for validity and reliability. Data analysis was conducted using descriptive and inferential statistics. The relationship between emotional exhaustion and psychological well-being was examined using Spearman's rho correlation, while the effect of emotional exhaustion on psychological well-being was tested using the Generalized Linear Model (Ordinal Logistic Regression). All statistical analyses were performed using JASP software with a significance level of 0.05.

RESULTS AND DISCUSSION

The study involved 152 employees who met the predetermined inclusion criteria. To examine the relationship between emotional exhaustion and psychological well-being, Spearman's rho correlation analysis was performed. The results of the correlation analysis are presented in Table 1.

Table 1. Correlation Analysis

Variables	Spearman's rho (ρ)	P
Emotional Exhaustion – Psychological Well-Being	-0.630	< .001

As shown in Table 1, emotional exhaustion was significantly negatively correlated with psychological well-being ($\rho = -0.630$, $p < .001$). The negative correlation indicates that employees who experience higher levels of emotional exhaustion tend to report lower levels of psychological well-being. The magnitude of the correlation suggests a strong association between the two variables.

Furthermore, the effect of emotional exhaustion on psychological well-being was examined using the Generalized Linear Model (Ordinal Logistic Regression). The results are presented in Table 2.

Table 2. Ordinal Logistic Regression

Statistic	Value	P
Chi-Square	11626.890	< .001

The results indicate that emotional exhaustion significantly predicts psychological well-being ($\chi^2 = 11626.890$, $p < .001$). Therefore, the research hypothesis was accepted.

Table 3. Logistic Regression Analysis

Indicator	Value
Pseudo R^2 (Nagelkerke)	0.397
Percentage Contribution	39.7%

Table 3 shows that emotional exhaustion contributed 39.7% to psychological well-being. This finding suggests that emotional exhaustion plays an important role in explaining variations in employees' psychological well-being, while the remaining 60.3% may be influenced by other factors not examined in this study.

The results of the logistic regression analysis showed a Nagelkerke Pseudo R^2 value of 0.397. This value indicates that the model has a fairly good ability to explain the relationship between the independent and dependent variables. Overall, the model is able to explain approximately 39.7% of the variation in the dependent variable, while the remaining 60.3% is influenced by factors outside the research model.

The findings of this study demonstrate that emotional exhaustion has a significant negative effect on psychological well-being among employees experiencing high work pressure. Employees who experience emotional exhaustion tend to feel emotionally drained and unable to effectively cope with workplace demands. As a result, their ability to maintain positive psychological functioning may decline. This condition may affect various dimensions of psychological well-being, including self-acceptance, environmental mastery, positive relations with others, and personal growth.

The significant contribution of emotional exhaustion found in this study indicates that emotional resources are essential for maintaining psychological well-being in the workplace. Continuous exposure to high work demands may gradually deplete employees' emotional energy, leading to decreased psychological functioning and overall well-being. Therefore, organizations should implement strategies aimed at reducing emotional exhaustion through workload management, psychological support, and work-life balance initiatives. Such efforts may help improve employee well-being and promote a healthier work environment.

CONCLUSION

This study aimed to examine the effect of emotional exhaustion on psychological well-being among employees experiencing high levels of work pressure. The findings revealed a significant negative relationship between emotional exhaustion and psychological well-being ($\rho = -0.630$, $p < .001$). The results also indicated that emotional exhaustion significantly predicts psychological well-being, with a contribution of 39.7%.

These findings suggest that employees who experience higher levels of emotional exhaustion tend to report lower levels of psychological well-being. Therefore, emotional exhaustion is an important factor that should be considered in efforts to maintain and improve employees' psychological well-being. Organizations are encouraged to implement strategies aimed at reducing emotional exhaustion and promoting a healthier work environment to support employees' psychological functioning and overall well-being.

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