

Analysis of Emotional Dissonance and Burnout on Sales Aggressiveness Among Sales Promoters at PT X

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Article Information:

Received: 06 July, 2026; Accepted: 22 July 2026; Published: 24 July 2026

Abstract

Sales staff in the retail sector are required to meet sales targets while providing quality service to customers. These demands can lead to emotional dissonance, a condition in which sales staff must display emotions that differ from their true feelings, which has the potential to trigger burnout and increase the likelihood of aggressive sales behavior. This study aims to analyze the relationship between emotional dissonance, burnout, and sales aggression among Sales Promotion Girls (SPG) and Sales Promotion Men (SPM) at PT X. The study employs a quantitative approach using an explanatory survey method. The sample consisted of 126 respondents selected using simple random sampling. Data were collected via a Likert-scale questionnaire and analyzed using descriptive statistics and Spearman's rank correlation test, as the data were not normally distributed. The results of the study indicate that emotional dissonance, burnout, and sales aggression generally fall into the low category, with mean scores of 33.15, 40.16, and 29.73, respectively. Nevertheless, the correlation test results show a positive and significant relationship among the variables. Emotional dissonance has a strong relationship with burnout ($\rho = 0.776$; $p < 0.001$) and a very strong relationship with sales aggression ($\rho = 0.933$; $p < 0.001$), while burnout also has a strong relationship with sales aggression ($\rho = 0.796$; $p < 0.001$). These findings indicate that the higher the level of emotional dissonance experienced by salespeople, the higher their levels of burnout and tendency toward sales aggression. Therefore, companies need to strengthen organizational support, create a conducive work environment, and improve the management of employees' psychological well-being to minimize burnout and aggressive sales behavior while enhancing the quality of customer service.

Keywords: Emotional Dissonance, Burnout, Aggressive Sales Tactics, Sales Promoters, Retail Sector

1. Introduction

In an era of increasingly fierce business competition, companies are required not only to meet sales targets but also to maintain high-quality customer service. This is because customer satisfaction is a key factor that distinguishes companies that survive from those that are pushed

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out of the market. Superior service serves not only as a tool for retaining customer loyalty but also as a proactive strategy for building a positive reputation and sustainable competitive advantage. In other words, service quality has now become the cornerstone of creating long-term value, rather than merely a complement to sales activities.

In the retail sector, sales staff such as Sales Promotion Girls (SPG) and Sales Promotion Men are part of the frontline team that interacts directly with customers, and the company's success in providing service depends heavily on their role. Consequently, this has a significant impact on customer satisfaction levels and the company's reputation. This is because the quality of interactions between sales staff and customers shapes customers' perceptions of the company ([Suwandana, 2025](#)). Consumers who feel comfortable with a company's service process tend to be more loyal, have greater trust in the company, and are more likely to provide positive recommendations to others (word of mouth). This aligns with the notion that high-quality service, such as clear information and the ability to handle complaints effectively, increases customer trust, whereas poor service can lower customer satisfaction levels ([Salma, 2025](#)).

Here, salespeople are not only required to master the product and meet sales targets, but they must also display positive emotions, such as friendliness, patience, and enthusiasm, regardless of their true feelings. This condition is known as emotional dissonance, which occurs when someone is forced to display emotions that differ from their true feelings. Furthermore, severe stress resulting from a mounting workload without adequate rest, which causes a person to lose motivation and energy, can trigger burnout (physical and mental exhaustion). The latest data from 2023, indicates that burnout rates in Indonesia are extremely high, with a report from the Indonesian Ministry of Health stating that approximately 83% of workers experience symptoms of burnout ([rspp.co.id](#)). In this context, the accumulation of emotional dissonance and burnout has the potential to drive negative behaviors such as aggressive sales tactics, including pushing sales too hard, making exaggerated claims (overclaims), and neglecting customer needs. This, in turn, increases the risk of customer complaints in the long term. Therefore, understanding the relationship between emotional dissonance, burnout, and sales aggressiveness is crucial in efforts to reduce customer complaints.

Field observations conducted at PT X (2026) revealed a tendency among sales promotion girls (SPG) and sales promotion men (SPM) to engage in aggressive sales behavior, such as pushing products, making exaggerated claims (overclaims), and urging customers to buy immediately without considering their needs. These practices are carried out to meet sales targets. Still, they lead to increased customer complaints, as customers feel they are not receiving products that meet their expectations, resulting in dissatisfaction, reduced trust, and a lack of interest in repeat purchases. Company sales targets are one of the main causes of work-related stress. When targets are set too high and are unrealistic, they trigger physical and psychological imbalances that affect emotions and cognitive processes. In addition, a competitive work environment also fuels conflicts among employees, such as backstabbing and gossiping about coworkers. Meanwhile, the pressure to remain friendly in front of customers, even when one is emotionally drained, can cause emotional dissonance and burnout, which, in turn, exacerbate aggressive sales tactics and harm the company in the long run.

In addition to field observations, interviews were conducted with 10 sales promotion girls and boys (SPG/SPM) at PT X (2026) to gather objective data. The interview results showed that 6 out of 10 respondents often displayed a friendly attitude even when their actual feelings did not match the situation. Meanwhile, 4 out of 10 respondents did not experience this. This situation indicates that the majority of sales promotion girls and sales promotion men experience a

discrepancy between the expressions they display and the feelings they actually experience. According to Alrawadieh & Dincer (2021, as cited in [Meisandi Arya et al., 2023](#)), emotional dissonance is defined as a personal conflict in which employees must hide their true feelings and convey the emotions desired by the organization to customers. Such circumstances require employees to continually regulate and control their emotions to align with the organization's expectations, even while experiencing a range of internal feelings. As a result, the ability to manage emotions becomes crucial ([Akbar, 2022](#)).

Another finding was that 3 out of 10 respondents showed signs of workplace burnout, characterized by persistent fatigue, irritability, sleep disturbances, and occasional headaches. In addition, 5 out of 10 respondents reported a decline in sales performance and a loss of motivation, as their work was quite stressful, primarily due to sales targets and the intensity of interactions with customers. Meanwhile, 2 out of 10 respondents stated they did not experience these issues. These findings are consistent with Robbins and Judge (2019, as cited in [Risyanidi & Rendy, 2026](#)), who explain that work stress arises when job demands exceed an individual's capabilities or available resources. Prolonged exposure to such work stress can increase the risk of burnout and reduce employees' psychological well-being. Furthermore, increased organizational demands and intensified workloads have been shown to make work-related stress a dominant factor influencing the psychological well-being of employees ([Mauladi et al., 2025](#)). Additionally, unproductive work environments and poor interpersonal relationships can also increase work-related stress and exacerbate burnout ([Maulidiah et al., 2023](#)). The interview findings also confirm that the combination of demanding sales targets and intensive customer interactions creates excessive work demands, which contribute to prolonged work-related stress and ultimately trigger symptoms of burnout among Sales Promotion Girls and Sales Promotion Men (SPG/SPM).

Furthermore, the interview results revealed that 6 out of 10 respondents admitted to frequently or occasionally offering products repeatedly even when customers were not interested, confusing customers, and providing excessive information (overclaiming). This is influenced by sales targets, which significantly affect the way products are sold; there is even a push to be more persuasive to the point of being coercive. Consequently, the majority of respondents (60%) exhibited aggressive sales behavior. These findings are consistent with those of [Wulandari et al. \(2025\)](#), who explain that the retail industry is highly competitive, making employee performance a key factor in organizational success. As a result, employees are encouraged to contribute more toward achieving organizational goals. These findings indicate that sales target pressure affects not only psychological well-being but also strategies for interacting with customers. According to Neacsu & Madar (2011, as cited in [Ahmed, \(2020\)](#), sales aggressiveness is a sales strategy adopted by a business to increase its market share by acquiring new customers through aggressive sales of products or services, with the specific aim of maximizing sales volume, without considering risks or customer needs. From an organizational behavior perspective, aggressiveness refers to sustained, high-pressure verbal and nonverbal behavior. The conditions experienced by 60% of the respondents reflect the practice of sales aggressiveness; high sales targets and competition among employees can drive such behavior, even to the point of violating ethical standards in the workplace ([Ahmad et al., 2021](#)).

Based on the results of initial data collection through observations and interviews at PT X (2026), it was found that emotional dissonance and burnout affect not only individuals but also service quality. Sales Promotion Girls (SPG) and Sales Promotion Men (SPM) who frequently force themselves to adjust their expressions and who experience emotional exhaustion tend to

display cynical attitudes, show a lack of concern for customers, and compromise the quality of service interactions. These conditions can trigger dysfunctional behavior, including aggressive sales tactics. Thus, the psychological pressure experienced by sales staff has the potential to spill over into sales strategies that harm both customers and the organization. This aligns with [Hashem's \(2023\)](#) finding that sales targets can trigger unethical behavior among salespeople and create ethical dilemmas. According to Grekov (2021, as cited in [Hashem's, \(2023\)](#)), although aggressive marketing can be effective in generating short-term sales and boosting revenue, it can also have negative consequences. Furthermore, Schwepker Jr. & Good (2004, as cited in [Ahmed, 2020](#)) assert that sales targets can trigger unethical behavior among salespeople, which may include taking unnecessary risks, dishonest and immoral behavior, lying, cheating, and so on, resulting in losses for the organization. Therefore, the findings at PT X confirm that the chain of effects, from emotional dissonance and burnout to aggressive behavior in sales, is an issue that cannot be ignored in human resource management.

These findings are consistent with previous research. A study by ([Jamaludin et al. 2023](#)) found that managing emotions by adjusting one's inner feelings (deep acting) is more effective in increasing job satisfaction among bank customer service representatives than merely feigning emotions (surface acting), where surface acting has a significant positive effect on work fatigue, because this form of acting involves greater emotional dissonance. This impacts employees' psychological well-being and service quality. Meanwhile, research by [Utami et al. \(2025\)](#) confirms that high stress and workload are the primary triggers of burnout, with workload having a significant positive effect on burnout. This means that the higher the workload (both physical and mental), the higher the level of burnout. Unmanaged emotional dissonance and burnout have been identified as factors that can lead to aggressive attitudes in sales behavior, which in turn can result in customer complaints. Furthermore, research by [Pritama & Sukendro \(2025\)](#) indicates that aggressive sales tactics carry a high risk of causing cognitive dissonance and reputational damage. Overly intense strategies not only harm consumers but can also erode long-term trust. Additionally, the findings of [Ahmed's \(2020\)](#) study show that sales aggressiveness has been shown to cause negative behavioral changes among sales staff, such as a tendency to lie, manipulate information for customers, and engage in coercive behavior, all of which can lead to customer complaints in the long run.

Previous research has shown that employees' psychological well-being is influenced by emotional dissonance and burnout, which have been found to affect sales aggression and customer satisfaction. However, there remains a research gap regarding how emotional dissonance and burnout simultaneously influence sales aggressiveness, particularly in the context of sales promotion girls (SPG) and sales promotion men (SPM) in the retail sector; consequently, these variables have not yet been explicitly linked to efforts to reduce customer complaints. In other words, most previous studies have addressed each variable separately and have not directly examined the effects of emotional dissonance and burnout on sales aggressiveness. The novelty of this study lies in its examination of the relationship between emotional dissonance and burnout on sales aggression as a means of increasing sales and handling customer complaints.

This study emphasizes that salespeople's emotional states not only impact sales performance but also the quality of customer service interactions, which can lead to a negative company image and increase customer complaints. This study not only highlights behavioral aspects but also explores the psychological factors underlying such behaviors. By understanding these psychological roots, management can design more targeted interventions. The urgency of this study lies in the importance of managing employees' psychological states to improve service

quality, boost sales, and shape the company's long-term image. Therefore, this study aims to determine the influence of emotional dissonance and burnout on sales aggressiveness, thereby providing practical insights for human resource management.

2. Literature Review

2.1 Emotional Dissonance

Emotional dissonance is a condition in which there is a discrepancy between the emotions an individual actually feels and the emotions they must display while working. According to Zapf et al. (2001, as cited in [Bonnín et al., 2012](#)), this condition arises when employees are required to display certain emotional expressions to customers that do not align with their true feelings. In the context of service work, emotions are no longer viewed as spontaneous responses to work situations but rather as part of job requirements that must be met to ensure professional interactions with customers. Thus, the ability to display appropriate emotions is a crucial aspect of jobs involving direct interaction with customers, such as sales promotion girls (SPG) and sales promotion men (SPM).

Zapf et al. (1999, as cited in [Bonnín et al., 2012](#)) explain that emotional dissonance is related to emotional demands in the workplace, such as the need to show empathy toward customers and the ability to control one's emotions. The demand to show empathy refers to how often employees are required to demonstrate concern for customers' problems or complaints, while emotional regulation is an individual's ability to determine whether an emotion will be expressed or concealed in accordance with job demands. The higher the level of emotional dissonance experienced by employees, the greater the effort required to regulate their emotions. This situation can deplete an individual's psychological resources, thereby increasing the risk of stress and emotional exhaustion.

2.2 Burnout

Burnout is a psychological syndrome that arises in response to prolonged work-related stress, particularly in jobs that require intensive interaction with others. According to [Maslach & Jackson \(1981\)](#), burnout is defined as a syndrome characterized by emotional exhaustion and cynicism that individuals often experience in their work. Burnout refers to a state of mental and emotional exhaustion resulting from work-related pressures, such as high role demands, time constraints in completing tasks, and a lack of the resources needed to fulfill job responsibilities. This condition can affect an individual's psychological well-being as well as their effectiveness on the job.

[Maslach & Jackson \(1981\)](#) explain that burnout consists of three main aspects: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion is characterized by a decline in energy and work enthusiasm, which generally marks the initial stage of burnout. Subsequently, individuals may experience depersonalization, which is characterized by cynicism, emotional detachment, and a diminished sense of empathy toward others. The final aspect is reduced personal accomplishment, which involves a sense of being unable to complete tasks effectively, decreased productivity, and low self-confidence. According to [Maslach & Leither \(2000\)](#), burnout generally occurs when there is a mismatch between job characteristics and an individual's needs or abilities, making the work-related stress they experience increasingly difficult to manage.

2.3 Sales Aggressiveness

Sales aggressiveness refers to salespeople's behavior that is more focused on achieving sales

targets than on meeting customer needs. In marketing practice, salespeople play a crucial role in supporting, communicating, and reinforcing an organization's customer orientation. Schwepker Jr. & Good (2004, as cited in [Ahmed, 2020](#)) state that an organization's success in implementing customer orientation ultimately depends on the behavior of salespeople when interacting with customers. Therefore, companies need to direct internal efforts through training, support, and the development of an organizational climate that strengthens marketing orientation so that salespeople prioritize customer interests in the sales process.

Sales aggression often arises as a consequence of organizational pressure to meet high sales targets or quotas. Unrealistic sales targets and excessive pressure can drive salespeople to engage in sales practices that deviate from ethical principles, such as providing exaggerated information, pressuring customers to buy immediately, or prioritizing the achievement of targets over customer needs. Thus, the level of sales aggressiveness is influenced not only by individual characteristics but also by the work system and organizational climate that shape salespeople's behavior in carrying out their duties.

3. Research Method

3.1 Design and Approach

This study employs a quantitative approach using the explanatory survey method. Quantitative research is a systematic research method aimed at objectively testing hypotheses through the analysis of relationships among variables that can be measured numerically ([Suwandi & Fikri, 2025](#)). According to [Sofya et al. \(2024\)](#), an explanatory survey is a research method intended to explain the roles of the variables under study as well as the influences between one variable and another. According to [Sari et al. \(2023\)](#), "explanatory" refers to an explanation or matters related to explaining, whether describing current events or conditions or predicting future ones. Thus, the associative research design (explanatory survey) aims to test the relationship between emotional dissonance and burnout on sales aggression. Using this approach, researchers can explore the relationships among the variables under study, such as the influence of organizational culture on employee performance ([Sofya et al., 2024](#)).

3.2 Population, Sample, and Instruments

The population and main sample in this study consist of sales promotion girls (SPG) and sales promotion men (SPM) in the retail sector of PT X. The population refers to all elements of the set of research objects to be studied, while the sample is a small portion of the population selected to serve as a representative of the population in the study ([Dewi et al., 2023](#)). The sampling method used in this study was simple random sampling using the Slovin formula, since the population size was known with certainty. The Slovin formula is used to determine the sample size with a specific margin of error to ensure representativeness. According to Riyanto and Hatmawan (2020, as cited in [Cahyadi, 2022](#)), the Slovin formula can be expressed as follows:

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

Notes:

n : Sample size

N : Population size

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e : Error rate/margin of error 5% = 0.05

$$n = \frac{160}{1 + 160 (0,05)^2} = 114,28$$

Thus, the minimum sample size required is 114.28 respondents, rounded up to 115 respondents; this number meets the minimum threshold and is considered representative of the population. The research tool used was a Likert-scale questionnaire, as follows:

- 4 = Strongly Agree
- 3 = Agree
- 2 = Disagree
- 1 = Strongly Disagree

There are three research variables to be measured, namely:

a. Emotional dissonance

According to Zapf et al. (2001, as cited in [Bonnín et al., 2012](#)), emotional dissonance refers to the discrepancy between the emotions felt by employees and the emotions they are required to express to customers as a job requirement. The emotional dissonance dimension uses the Spanish version of the FEWS (Frankfurt Emotion Work Scales), which was validated by [Bonnín et al. \(2012\)](#). The resulting model, consisting of six dimensions and 21 items, was retested in this study, yielding the following five dimensions:

Table 1. The emotional dissonance dimension

No	Dimension	Definition	Number of items
1	Positive Emotions	The requirement to display pleasant emotions, such as enthusiasm, affection, and optimism, even when one's mood does not match.	4
2	Negative emotions	The pressure to conceal negative feelings and maintain a positive, professional demeanor outwardly.	5
3	Required sensitivity	The ability to read a customer's unspoken feelings in order to adjust the sales approach.	3
4	Interaction controls	The ability influences social interactions.	4
5	Emotional dissonance	The discrepancy between internally felt emotions and the emotions that must be expressed to customers.	2

b. Burnout

[Maslach & Leither, \(2000\)](#)) state that burnout is a psychological syndrome consisting of three aspects, namely:

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Table 2. The burnout dimension

No	Dimension	Definition	Number of items
1	Emotional exhaustion	Emotional involvement that causes one's personal resources to be depleted by a job. Symptoms include easy fatigue, a sense of being fed up, irritability, sadness, and distress, extending to a feeling of being trapped in the work.	9
2	Depersonalization	Negative attitudes and feelings toward customers or those around them, characterized by an individual's tendency to withdraw, apathy, and a sense of being overlooked by the people involved in their work.	5
3	Low of personal accomplishment	Negative self-assessment, dissatisfaction with work performance, and undervaluing one's own abilities.	8

c. Sales Aggressiveness

According to Schwepker Jr. & Good (2004, as cited in [Ahmed, 2020](#)), sales targets can trigger unethical behavior among salespeople, which may include unnecessary risk-taking, dishonest and immoral behavior, lying, cheating, and so on, resulting in losses for the organization. Based on this theory, three dimensions can be identified, namely:

Table 3. The sales aggressiveness dimension

No	Dimension	Definition	Number of items
1	Unnecessary risk-taking	The tendency of salespeople to take unnecessary risks to achieve sales targets. This can involve violations of procedures, safety standards, laws, or business ethics.	4
2	Dishonest behavior	Actions that mislead customers or conceal facts from them can take the form of manipulation or the provision of incorrect product information.	6
3	Immoral behavior	Actions that violate prevailing moral values and social norms; this behavior reflects a lack of concern for customers..	6

Before use, the research instruments underwent validity and reliability tests to ensure they were of high quality, accurate, and consistent. According to [Pratama & Permatasari \(2021\)](#), a validity test assesses the suitability of each statement item in a questionnaire for defining a variable, using the Pearson Product-Moment correlation, provided that the calculated r is greater than the table r (with $df = n-2$). Meanwhile, according to [Dewi et al. \(2023\)](#), reliability testing serves

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to measure the consistency of the data obtained even after repeated measurements under different conditions. Reliability is measured using Cronbach's Alpha, and the instrument is considered reliable if the alpha value is greater than 0.60 (Mutmainah & Utami, 2026) .

The results of the validity test for the emotional dissonance instrument indicate that all statement items were found to be valid. Based on the analysis, 18 statement items had correlation coefficients (calculated r) greater than the table r-value and significance levels below 0.05. Thus, all items in the emotional dissonance variable meet the validity criteria and are capable of accurately measuring the construct of emotional dissonance. Therefore, all 18 items are deemed suitable for use as a research instrument and can proceed to the reliability testing phase and subsequent data analysis.

Table 4. Instruments for measuring emotional dissonance

No	Aspect	Original Questionnaire	Adapted Questionnaire	Notes	
				Valid	Invalid
1	Positive emotions	Do you need to express positive emotions toward customers (for example, kindness)?	1. I must always show positive emotions toward customers	✓	
		Do you have to put customers in a good mood as part of your job (for example, by accommodating a customer)?	2. I have to make customers happy at work (for example, by pleasing them)	✓	
		Do you need to express different positive emotions (for example, enthusiasm, friendliness, and courtesy) depending on the situation?	3. I always express a variety of positive emotions (such as enthusiasm, empathy, and courtesy) even when you're feeling down.	✓	
		Do you need to come across as being in a good mood when dealing with customers (for example, cheerful)?	4. I often give the impression that I'm in a good mood when dealing with customers (for example, cheerful)	✓	
2	Negative emotions	Do you have to express negative emotions toward your customers (for example, getting	5. I often express unpleasant emotions toward customers (for example, getting angry	✓	

		angry if they don't follow the rules)?	when rules aren't followed)	
		Do you have to put clients in a negative frame of mind in your work (for example, by unsettling them or causing them to feel afraid)?	6. I often make customers feel uncomfortable at work (for example, by making them anxious or causing them to feel afraid)	✓
		Do you have to express different negative emotions depending on the situation (for example, anger, disappointment, or being strict)?	7. I often convey the negative emotions you're feeling such as sadness or disappointment to customers	✓
		Do you have to give the impression that you're in a bad mood when dealing with customers (for example, angry)?	8. I often give the impression that I'm in a bad mood when dealing with customers (for example, angry)	✓
		Do you have to be very strict and firm with customers at work (for example, when they don't follow certain rules)?	9. I often act very firmly and sternly toward customers at work (for example, when they don't follow certain rules)	✓
3	Required sensitivity	Is it necessary in your job to empathize with your clients' emotions?	10. Empathizing with customers' emotions is essential in my job	✓
		Is it important to know how customers are feeling at that moment?	11. It's important for me to know how customers were feeling at that moment	✓
		Is it necessary to put yourself in the customers' shoes?	12. I need to put myself in the customer's shoes.	✓
4	Control of social interactions	Suppress your emotions to appear neutral or calm?	13. I suppress my emotions to appear neutral/calm	✓

5	Emotional dissonance	Expressing emotions that don't match what you're actually feeling at that specific moment toward customers?	14. I am able to build positive relationships with customers	✓
		Expressing pleasant emotions (for example, friendliness) or unpleasant emotions (for example, being strict) when you actually feel indifferent?	15. I am able to provide positive guidance and suggestions to customers	✓
		Expressing emotions that don't match their true feelings?	16. I have extensive knowledge of the products offered, which helps me negotiate	✓
		Does your job allow you to end conversations with customers if you deem it appropriate?	17. I often put on a friendly face even though I'm actually feeling annoyed or impatient.	✓
		Can you decide for yourself how much time to devote to a client, regardless of the client's needs?	18. I feel stressed because I always have to smile and act enthusiastic toward customers, even though I'm not really in the mood.	✓

Table 5. Validity and Reliability Tests for X1

Variable	Statement	r- Calculated	r- Table	P (Sig-)	Notes	α	Notes
X1 (Emotional Dissonance)	X1.1	0,824	0,2875	0,001	Valid	0,968	Reliabel
	X1.2	0,743	0,2875	0,001	Valid		
	X1.3	0,719	0,2875	0,001	Valid		
	X1.4	0,771	0,2875	0,001	Valid		
	X1.5	0,775	0,2875	0,001	Valid		
	X1.6	0,817	0,2875	0,001	Valid		
	X1.7	0,783	0,2875	0,001	Valid		
	X1.8	0,825	0,2875	0,001	Valid		
	X1.9	0,828	0,2875	0,001	Valid		

X1.10	0,797	0,2875	0,001	Valid
X1.11	0,85	0,2875	0,001	Valid
X1.12	0,854	0,2875	0,001	Valid
X1.13	0,856	0,2875	0,001	Valid
X1.14	0,828	0,2875	0,001	Valid
X1.15	0,787	0,2875	0,001	Valid
X1.16	0,79	0,2875	0,001	Valid
X1.17	0,809	0,2875	0,001	Valid
X1.18	0,809	0,2875	0,001	Valid

The results of the validity test on the burnout variable instrument showed that, of the 22 statement items tested, 21 were deemed valid, while one statement item, namely item X.17, was deemed invalid because it had a correlation coefficient (calculated r) smaller than the table r value or a significance level above 0.05. Therefore, item X.17 did not meet the validity criteria and was excluded from the research instrument. Consequently, the subsequent analysis used the 21 items that met the validity criteria, as they were deemed capable of accurately measuring the burnout construct and suitable for reliability testing and subsequent data analysis.

Table 6. Instruments for measuring burnout

No	Aspect	Original Questionnaire	Adapted Questionnaire	Notes	
				Valid	Invalid
1	Emotional Exhaustion	I feel emotionally drained from my work	1. I feel emotionally drained because of my job.	✓	
		I feel used up at the end of the workday	2. I feel completely drained at the end of the workday.	✓	
		I feel fatigued when I get up in the morning and have to face another day on the job	3. I feel very physically and mentally exhausted when I wake up in the morning and have to face another workday.	✓	
		Working with people all day is really a strain for me	4. Working with people all day is really stressful for me.	✓	
		I fell burned out from my work	5. I'm experiencing extreme work-related stress.	✓	
		I fell frustrated by my job	6. I'm frustrated with my job.	✓	

2	Depersonalization	I feel I'm working too hard on my job	7. I feel like I'm working too hard at my job.	✓
		Working with people directly puts too much stress on me	8. Working with other people stresses me out too much.	✓
		I feel I am at the end of my rope	9. I feel like I'm at the end of my rope.	✓
		I feel I treat some recipients as if they were impersonal "objects"	10. I feel like I've treated some of my coworkers insensitively.	✓
		I've become more callous toward people since I took this job	11. I've become less concerned about other people since I took this job.	✓
		I worry that this job is hardening me emotionally	12. I'm worried this job is making me emotional.	✓
		I don't really care what happens to some recipients	13. I actually don't care what happens to some of my coworkers.	✓
		I feel recipients blame me for some of their problems	14. I feel like my coworkers blame me for some of their problems.	✓
		I can easily understand how my recipients feel about things	15. I can easily understand how my coworkers feel about various things.	✓
		I deal very effectively with the problem of my recipients	16. I handled the issue with my coworker very effectively.	✓
3	Personal Accomplishment.	I feel I am positively influencing other people's lives through my work	17. I feel that I'm making a difference in other people's lives through my work.	✓
		I feel very energetic	18. I feel very energetic	✓
		I can easily create a relaxed atmosphere	19. I can easily create a relaxed	✓

	with my recipients	atmosphere with my coworkers.	
	I feel exhilarated after working closely with my recipients	20. I feel very happy after working closely with my coworkers.	✓
	I have accomplished many worthwhile things in this job	21. I have achieved many valuable things in this job.	✓
	In my work, I deal with emotional problems very calmly	22. In my work, I handle emotional issues very calmly.	✓

Table 7. Validity and Reliability Tests for X2

Variable	Statement	r- Calculate d	r-Table	P (Sig-)	Notes	α	Notes
X2 (Burnout)	X2.1	0,881	0,2875	0,001	Valid	0,974	Reliabel
	X2.2	0,881	0,2875	0,001	Valid		
	X2.3	0,856	0,2875	0,001	Valid		
	X2.4	0,857	0,2875	0,001	Valid		
	X2.5	0,843	0,2875	0,001	Valid		
	X2.6	0,873	0,2875	0,001	Valid		
	X2.7	0,856	0,2875	0,001	Valid		
	X2.8	0,821	0,2875	0,001	Valid		
	X2.9	0,818	0,2875	0,001	Valid		
	X2.10	0,832	0,2875	0,001	Valid		
	X2.11	0,86	0,2875	0,001	Valid		
	X2.12	0,824	0,2875	0,001	Valid		
	X2.13	0,843	0,2875	0,001	Valid		
	X2.14	0,825	0,2875	0,001	Valid		
	X2.15	0,672	0,2875	0,001	Valid		
	X2.16	0,746	0,2875	0,001	Valid		
	X2.17	0,746	0,2875	0,001	Valid		
	X2.18	0,762	0,2875	0,001	Valid		
	X2.19	0,789	0,2875	0,001	Valid		
	X2.20	0,669	0,2875	0,001	Valid		
	X2.21	0,742	0,2875	0,001	Valid		

The results of the validity test on the sales aggressiveness instrument showed that, of the 17 statement items tested, 16 were deemed valid, while one item item Y.13 was deemed invalid because its calculated correlation coefficient (r-calculated) was smaller than the table r-value or had a significance level above 0.05. Therefore, item Y.13 did not meet the validity criteria and was excluded from the research instrument. Consequently, the subsequent analysis used

the 16 items that met the validity criteria, as they were deemed capable of accurately measuring the construct of sales aggressiveness and suitable for use in reliability testing and subsequent data analysis.

Table 8. Instruments for measuring Sales Agresiveness

No	Aspect	Original Questionnaire	Adapted Questionnaire	Notes	
				Valid	Invalid
1	Unnecessary risk taking	Violating company procedures	1. I promised services or features that aren't actually available.	✓	
			2. I pushed for a sale even though the customer had already shown a lack of interest.	✓	
			3. I give priority to customers who seem likely to buy a lot, even if that means ignoring customers who arrived first.	✓	
			4. I kept pushing to offer additional products (upselling) even though the customer clearly looked uncomfortable.	✓	
2	Dishonest Behaviour	Providing information that does not reflect the actual situation	5. I often hide a product's flaws to get customers to buy it.	✓	
			6. I hide information about minor defects in the product so that customers will continue to buy it.	✓	
			7. I assured customers that the product's raw materials were made from premium materials, even though I knew that wasn't entirely true.	✓	
			9. I once said that a product was on a special promotion when it actually wasn't, just to encourage a quick purchase decision.	✓	
			10. I lied and said the sale would end today to make	✓	

			customers feel pressured to buy.				
			11. I put the customer's interests ahead of closing the deal.	✓			
			12. I'm overpraising the competitor's product.	✓			
			13. I'd rather forgo the commission than have a customer buy the wrong product (one that doesn't meet their needs).			✓	
			14. I will only recommend products that customers need.	✓			
3	Immoral Behaviour	Ignoring customer interests	15. I will only recommend products to customers that best meet their needs.	✓			
			16. I do not take advantage of emergency situations or customer confusion (e.g., impulse purchases) to increase the transaction amount.	✓			
			17. I feel guilty when I take advantage of a customer's lack of knowledge.	✓			

Table 9. Validity and Reliability Tests for Y

Variable	Statement	r- Calculated	r- Table	P (Sig-)	Notes	α	Notes
Y (Sales Aggressiveness)	Y1	0,805	0,2875	0,001	Valid	0,968	Reliabel
	Y2	0,804	0,2875	0,001	Valid		
	Y3	0,812	0,2875	0,001	Valid		
	Y4	0,801	0,2875	0,001	Valid		
	Y5	0,835	0,2875	0,001	Valid		
	Y6	0,857	0,2875	0,001	Valid		
	Y7	0,86	0,2875	0,001	Valid		
	Y8	0,851	0,2875	0,001	Valid		
	Y9	0,867	0,2875	0,001	Valid		
	Y10	0,85	0,2875	0,001	Valid		
	Y11	0,803	0,2875	0,001	Valid		
	Y12	0,808	0,2875	0,001	Valid		
	Y13	0,751	0,2875	0,001	Valid		
	Y14	0,782	0,2875	0,001	Valid		

Y15	0,796	0,2875	0,001	Valid
Y16	0,841	0,2875	0,001	Valid

The validity test results show that variable X1 (Emotional Dissonance), consisting of 18 statements, has calculated r values ranging from 0.719 to 0.856. For variable X2 (Burnout), which consists of 21 statements, the calculated r values range from 0.669 to 0.881. Meanwhile, for variable Y (Sales Aggressiveness), which consists of 16 statements, the calculated r values range from 0.751 to 0.867. Therefore, since all calculated r-values are > 0.2875 and the overall significance level is $0.001 < 0.05$, all statement items are deemed valid and suitable for use. After the instrument was deemed valid, the analysis continued with a reliability test, which showed Cronbach's Alpha values of 0.968 for variable X1 (Emotional Dissonance), 0.974 for variable X2 (Burnout), and 0.968 for variable Y (Sales Aggressiveness). All variables had alpha values > 0.60 , so the instrument can be considered reliable.

3.3 Procedures and Data Analysis

Before proceeding to test the associative hypothesis, a classical assumption test, specifically, a normality test, was conducted. According to [Masiaga et al., \(2022\)](#), the normality test aims to determine whether the data in the regression model under study follow a normal distribution (Kolmogorov-Smirnov test with a significance level of > 0.05). This is an absolute requirement for the use of parametric statistics. The results of the normality test yielded a significance value of 0.002, which is less than 0.05, indicating that the data are not normally distributed. Consequently, the analysis cannot proceed using parametric statistical methods. Therefore, the data analysis was conducted using nonparametric statistics, specifically Spearman's rank correlation (rho).

4. Findings and Discussions

4.1 Findings

4.1.1 Analysis Statistic Descriptive

Distributed via Google Forms, with a target sample size of at least 115 respondents. However, the number of respondents whose data was successfully collected and analyzed increased to 126. The results of the data analysis are presented in the following table:

Table 10. Demographics of Respondents

Characteristic	Category	Frequency (F)	Percentage (%)
Jobs	Sales Promotion Man (SPM)	65	51,59%
	Sales Promotion Girl (SPG)	61	48,41%
Age	< 20 years	7	5,56%
	20 - 25 years	82	65,08%
	26 - 30 years	35	27,78%
	> 30 years	2	1,59%
	Less than 1 year	43	34,13%
Length of Service	1 - 3 years	59	46,83%
	More than 3 years	24	19,05%

The study involved 126 respondents who worked as sales staff at PT X in Bandung; the

majority of respondents worked as Sales Promotion Men (SPM), 65 respondents (51.59%), while 61 respondents (48.41%) worked as Sales Promotion Girls (SPG). This indicates that the sample distribution among sales promotion positions at the study site was relatively balanced between men and women. In terms of age, the largest group of respondents was in the productive age group of 20–25 years, comprising 82 respondents (65.8%). This was followed by the 26–30 age group with 35 respondents (27.78%), those under 20 years old with 7 respondents (5.56%), and those over 30 years old with 2 respondents (1.59%). Furthermore, based on length of service, the highest percentage was in the 1–3-year range, with 59 respondents (46.83%). Next were respondents with less than 1 year of service, at 43 respondents (34.13%), followed by those with more than 3 years of service, totaling 24 respondents (19.05%). The high number of employees with less than 3 years of service (totaling approximately 80%) may indicate a fairly dynamic employee turnover rate, which is indirectly relevant to the high levels of burnout and emotional dissonance observed in the analysis of the company's operational data.

Table 11. Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std.Deviation
Emotional Dissonance	126	19,00	66,00	33,1508	12,46888
Burnout	126	25,00	76,00	40,1587	15,47355
Sales Aggressiveness	126	16,00	60,00	29,7302	11,59546

Based on the results of a descriptive statistical analysis of 126 respondents, it was found that the emotional dissonance variable had a minimum score of 19.00 and a maximum score of 66.00, with a mean of 33.15 and a standard deviation of 12.47. This indicates that the respondents' levels of emotional dissonance tend to be low, although there is still variation in the levels of emotional dissonance experienced by each respondent. The burnout variable had a minimum score of 25.00 and a maximum score of 76.00, with a mean of 40.16 and a standard deviation of 15.47. These values indicate that the respondents' burnout levels were also relatively low; however, the wider data spread compared to other variables suggests a fairly diverse range of work-related exhaustion levels among the respondents. Meanwhile, the sales aggressiveness variable had a minimum score of 16.00 and a maximum of 60.00, with a mean of 29.73 and a standard deviation of 11.60. These results indicate that the respondents' sales aggressiveness generally remained at a low level, meaning that most respondents did not exhibit a tendency to engage in coercive or excessive sales practices when offering products to customers.

Table 12. Score Categories

Variable	Categories	Score	Percentage (%)
X1 (Emotional Dissonance)	High	17	13,49%
	Medium	11	8,73%
	Low	98	77,78%
X2 (Burnout)	High	18	14,29%
	Medium	12	9,52%
	Low	96	76,19%

Y (Sales Aggressiveness)	High	17	13,49%
	Medium	13	10,32%
	Low	96	76,19%

The results of the score categorization for the three variables show that the majority of respondents fell into the low category. For the emotional dissonance variable, 98 respondents (77.78%) were in the low category, 11 respondents (8.73%) in the moderate category, and 17 respondents (13.49%) in the high category. This indicates that most respondents are able to manage the emotional demands of their jobs well, resulting in relatively low conflict between the emotions they feel and those they must display to customers. Regarding the burnout variable, 96 respondents (76.19%) fell into the low category, 12 respondents (9.52%) into the moderate category, and 18 respondents (14.29%) into the high category. These findings indicate that the majority of respondents have not yet experienced significant work-related exhaustion, although a small proportion of respondents still exhibit a fairly high level of burnout. Furthermore, regarding the sales aggressiveness variable, 96 respondents (76.19%) fell into the low category, 13 respondents (10.32%) into the moderate category, and 17 respondents (13.49%) into the high category. The results indicate that most respondents tend to adopt a non-aggressive sales approach when serving customers. Overall, the predominance of the “low” category across all three variables suggests that the respondents in this study exhibit relatively low levels of emotional dissonance, burnout, and sales aggressiveness, thereby reflecting fairly positive psychological and work-related behavioral conditions in fulfilling their roles as salespeople.

4.1.2 Correlation Rank Spearman's

Spearman's correlation test is a statistical test used to determine the relationship between two or more ordinal variables. According to [Patimah et al., \(2025\)](#), Spearman's correlation coefficient is a nonparametric statistic because the data are not normally distributed. The formula for Spearman's rank correlation is as follows:

$$\rho = 1 - \frac{6 \sum d_i^2}{N(n^2 - 1)}$$

Notes:

ρ = Spearman's rank correlation coefficient

d_i = Difference between the ranks of the data for the two correlated variables

$\sum d_i^2$ = Sum of the squares of the differences in ranks between the first and second variables

n = Sample size

This correlation method calculates correlation coefficients ranging from -1 (perfect negative correlation) to +1 (perfect positive correlation). Apart from the values -1 and +1, values between these two are classified as moderate or fairly strong relationships, depending on whether they are above or below 0.5. By applying Spearman's rank correlation, the relationship between variables X1 and X2 and Y can still be explained validly, objectively, and scientifically, even if the data are not normally distributed.

Table 13. Correlations

	Emotional Dissonance	Burnout	Sales Aggressiveness
Emotional Dissonance	1,000	0,776	0,933
Burnout	0,776	1,000	0,796

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Sales Aggressiveness	0,933	0,796	1,000
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The results of Spearman's rank correlation test show that all variables have a positive and significant relationship. The relationship between emotional dissonance and burnout yielded a correlation coefficient (ρ) of 0.776, with $\alpha < 0.001$, indicating a strong positive relationship. This means that the greater the emotional dissonance experienced by SPG/SPM, the greater the burnout they feel. Furthermore, the relationship between emotional dissonance and sales aggressiveness yielded a correlation coefficient (ρ) of 0.933 with a significance level of $\alpha < 0.001$. This value indicates a very strong positive relationship. Thus, the greater the emotional dissonance employees experience when they must display emotions different from their actual state, the greater their tendency to engage in aggressive sales behavior. Additionally, the relationship between burnout and sales aggressiveness showed a correlation coefficient (ρ) of 0.796 with a significance level of $\alpha < 0.001$. This value also indicates a strong positive relationship. This suggests that the higher the level of burnout experienced, the greater the tendency for employees to engage in aggressive sales behavior.

Since all significance levels (α) are greater than 0.05, and even as low as (α) less than 0.001, all relationships among the variables are statistically significant. These findings are consistent with the descriptive analysis, which shows that although all three variables fall into the low category, they still exhibit considerable variation; therefore, changes in emotional dissonance and burnout are associated with an increased tendency to exhibit aggressive behavior in the sales field. Thus, the higher the levels of emotional dissonance and burnout experienced by sales promoters, the higher their tendency to engage in aggressive sales behavior. Therefore, the hypothesis that emotional dissonance, burnout, and sales aggressiveness are related can be accepted.

4.2 Discussion

The results of the descriptive analysis show that the levels of emotional dissonance, burnout, and sales aggressiveness among PT X's sales promotion girls and sales promotion men generally fall into the low category. This is evident from the mean scores of 33.15 for emotional dissonance, 40.16 for burnout, and 29.73 for sales aggressiveness. Furthermore, the categorization results show that 77.78% of respondents fell into the low category for emotional dissonance, and 76.19% for both burnout and sales aggressiveness. These findings indicate that the majority of PT X's sales promoters and sales managers are able to express their emotions professionally when interacting with customers, do not experience significant work-related exhaustion, and tend not to employ coercive or excessive sales strategies. These conditions suggest that the emotional demands inherent in sales roles can still be managed effectively, preventing them from escalating into psychological exhaustion or aggressive sales behavior.

The finding regarding low emotional dissonance suggests that most sales promotion girls and boys are able to adjust their emotional expressions to the demands of their jobs without experiencing excessive emotional conflict. In other words, employees can display emotions that align with the organization's expectations without experiencing a significant mismatch between the emotions they feel and those they express to customers. This finding aligns with [Zapf \(2002\)](#) perspective, which explains that emotional expression in service work is part of role demands (emotional job demands), not merely a spontaneous response to work situations. If these demands can be managed effectively, the process of emotional regulation will not place an excessive burden on an individual's psychological resources. Therefore, the low level of emotional dissonance found in this study indicates that the process of emotional regulation occurs adaptively, thereby reducing the potential for work-related stress and emotional

exhaustion.

The ability of SPG/SPM staff to manage these emotional demands is further reflected in their low levels of burnout. The research findings indicate that the majority of respondents have not experienced emotional exhaustion, depersonalization, or reduced personal accomplishment to a degree that interferes with their job performance. This situation indicates that job demands can still be managed effectively, preventing them from escalating into prolonged work-related stress, as described by [Maslach & Jackson \(1981\)](#). Furthermore, the low levels of burnout suggest a fairly good fit between job characteristics and employees' abilities and expectations. This finding aligns with the view of ([Maslach & Jackson, 1981](#)), who state that burnout tends to arise when there is a mismatch between the individual and their job (person-job mismatch). Thus, the sales promotion girls (SPG) and sales promotion men (SPM) at PT X can maintain relatively good psychological well-being in the face of daily job demands, meaning that their risk of experiencing burnout remains relatively low.

This relatively positive psychological state is also reflected in the low level of sales aggressiveness. The research results show that the majority of sales promoters do not tend to use sales strategies that are coercive, manipulative, or place excessive pressure on customers. These findings indicate that sales staff continue to prioritize professional, customer-oriented service over pursuing sales targets through aggressive means. This aligns with Schwepker Jr. and Good (2004, as cited in [Ahmed, 2020](#)), who state that customer orientation is a key factor in shaping salespeople's behavior; organizations that are able to train, support, and develop their sales staff will foster more ethical sales practices and reduce the tendency toward aggressive sales behavior.

Overall, the low levels of these three variables can be explained by the Conservation of Resources (COR) Theory proposed by Hobfoll (1989; 2001, as cited in [Holmgreen et al., 2017](#)). This theory explains that individuals always strive to acquire, maintain, and protect their resources, such as energy, emotional state, time, and psychological capacity. When individuals have sufficient resources, they are better able to cope with job demands without experiencing excessive resource depletion. In the context of this study, low levels of emotional dissonance indicate that the use of psychological resources to manage emotions is relatively minimal, thus preventing burnout. This condition, in turn, contributes to a low tendency toward sales aggression because salespeople still have the capacity to control their emotions, maintain work ethics, and provide good service to customers. Thus, the results of this study support the COR Theory's assumption that individuals who successfully maintain their psychological resources are better able to cope with work pressure adaptively, ensuring that their work behavior remains positive.

In addition to being influenced by individuals' ability to maintain their psychological resources, the low levels of emotional dissonance, burnout, and sales aggression among PT X's sales promotion girls and sales promotion men are also believed to be related to organizational conditions that foster a supportive work environment. According to [Indriyani et al., \(2025\)](#), organizations that provide a supportive work environment through employee recognition, opportunities for self-development, harmonious working relationships, fair compensation, and a comfortable work environment will increase employee job satisfaction and engagement. These motives serve as the primary drivers of a person's specific behavior in the workplace ([Nuradina et al., 2024](#)). A positive work environment allows employees to receive emotional and social support from supervisors and coworkers, enabling them to better manage work-related stress. This support helps sales staff maintain a healthy psychological state, reduces the

risk of emotional conflicts, minimizes the occurrence of burnout, and encourages more ethical service behavior rather than aggressive sales tactics. Thus, a supportive work environment is believed to be one of the factors contributing to the low levels of the three variables in this study.

Nevertheless, the analysis results also show that the standard deviation values for all three variables still indicate variations in scores among respondents. This suggests that although the majority of sales promoters fall into the low category, there is still a small proportion of sales staff who experience emotional dissonance, burnout, or sales aggressiveness at higher levels than other respondents. These variations demonstrate that each individual's psychological experience in coping with job demands is not entirely the same and can be influenced by various factors, such as individual characteristics, emotional regulation skills, work experience, workload, sales target pressure, and perceptions of organizational support. Therefore, PT X needs to continue fostering a supportive work environment by strengthening support from supervisors and coworkers, providing fair recognition, developing competencies, and monitoring employees' psychological well-being. These efforts are expected to maintain the positive conditions that have been achieved while minimizing the risk of increased emotional dissonance, burnout, and sales aggression in the future.

5. Conclusion

This study shows that emotional dissonance, burnout, and sales aggression among PT X's sales promotion girls and sales promotion men generally fall into the low category. Nevertheless, the results of the correlation analysis indicate that these three variables have a positive and significant relationship. These findings indicate that emotional dissonance, burnout, and sales aggressiveness are interrelated, such that a change in one variable tends to be followed by a change in the others. Thus, the higher the levels of emotional dissonance and burnout experienced by sales staff, the greater the tendency for sales aggressiveness to emerge.

The findings of this study underscore the importance of managing salespeople's psychological states as part of a human resource management strategy. Organizations need to maintain a supportive work environment, characterized by effective leadership, fair rewards, competency development, and workplace social support, to preserve employees' psychological resources. By doing so, the risks of emotional dissonance, burnout, and sales-related aggression can be minimized, thereby maintaining service quality and sustainably enhancing organizational performance.

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