

## Coping Strategies, Burnout, Subjective Well-Being among Employees of PT X

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### ABSTRACT

This study aims to examine the mediating role of coping strategies in the relationship between burnout and subjective well-being among employees of PT X. Burnout is defined as a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment due to chronic work-related stress. Subjective well-being refers to an individual's psychological well-being, which includes life satisfaction, positive affect, and negative affect. Coping strategies are mechanisms used by individuals to manage stress and pressure. This research employed a quantitative approach using Structural Equation Modeling (SEM) with the JASP software. The participants were employees of PT X selected through purposive sampling. The instruments used in this study include the Maslach Burnout Inventory (MBI), Coping Orientation to Problems Experienced (COPE), Satisfaction With Life Scale (SWLS), and Positive and Negative Affect Schedule (PANAS). The results indicate that burnout negatively affects subjective well-being, burnout significantly influences coping strategies, coping strategies do not significantly affect subjective well-being, and coping strategies do not mediate the relationship between burnout and subjective well-being. Thus, hypotheses H1 and H2 are supported, while H3 and H4 are not. These findings highlight the importance of addressing burnout directly to enhance employees' psychological well-being.

**Keywords:** burnout, coping strategies, subjective well-being, SEM, employees.

### Introduction

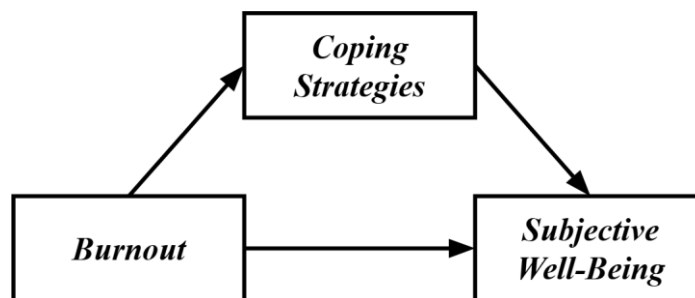
#### A. Background

The dynamic changes of the modern work environment, marked by technological advancement, globalization, and rising productivity expectations, have created increasingly competitive and high-pressure workplaces. This condition increases the risk of burnout, a psychological syndrome caused by prolonged work-related stress, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). Burnout not only decreases performance but also affects employees' psychological aspects, particularly their subjective well-being (SWB), which includes life satisfaction, positive affect, and negative affect (Diener et al., 1999).

The phenomenon of burnout not only impacts organizational aspects, such as decreased productivity and increased turnover, but also threatens individual psychological well-being, particularly subjective well-being (SWB). Subjective well-being refers to an individual's subjective evaluation of their life, which consists of a cognitive aspect—life satisfaction—and an affective aspect that includes positive and negative affect (Diener et al., 1999; Diener, 2000). Individuals experiencing burnout tend to report low SWB, feel dissatisfied with their lives, and more frequently experience negative emotions such as frustration, anxiety, and sadness.

Subjective well-being plays an essential role in promoting employee engagement, productivity, and retention. Burnout tends to reduce life satisfaction, increase negative emotions, and decrease positive affect. Therefore, it is vital to understand the factors that can mitigate burnout's impact on SWB. One crucial factor in this dynamic is coping strategies—cognitive and behavioral efforts used to manage stress (Lazarus & Folkman, 1984). Coping strategies are divided into two main types: problem-focused and emotion-focused. Adaptive coping strategies have been shown to reduce burnout levels and enhance psychological well-being (Carver et al., 1989).

Coping strategies are influenced by various factors such as age, gender, work experience, and perceived control over stress. Their effectiveness is context-dependent and hinges on individual psychological resources (Folkman & Moskowitz, 2004). In the work context, appropriate coping strategies can serve as a buffer against the negative effects of burnout and support workers' psychological recovery.



Based on the transactional stress and coping theory, burnout is a stressor that activates psychological adjustment processes through coping strategies, ultimately affecting subjective well-being. However, there is limited research specifically examining this mediating role within corporate settings, such as in PT X, where employees face complex, high-pressure work environments.

Previous studies have indicated a relationship among these three variables. Burnout is negatively associated with SWB, while coping serves as an adaptive mechanism that can mediate or even moderate this relationship. In this context, effective coping strategies enable individuals to manage the stress caused by burnout, thereby mitigating its impact on subjective well-being. Conversely, maladaptive coping strategies—such as avoidance or self-blame—can worsen burnout and further diminish psychological well-being.

Based on this conceptual framework, the present study aims to examine the relationship between burnout, coping strategies, and subjective well-being among employees of Company X, as well as to explore the mediating role of coping strategies in the relationship between burnout and subjective well-being. This study is expected not only to contribute to the development of theory in the field of work and organizational psychology but also to offer practical implications for companies in designing interventions to prevent burnout and enhance employee well-being through adaptive coping training.

## B. Research Objectives

The purpose of this study is to identify and analyze the relationship between burnout, coping strategies, and subjective well-being among employees of Company X. Specifically, the study aims to examine the effect of burnout on subjective well-being, as well as the effect of burnout on the coping strategies used by employees. In addition, this study seeks to determine the influence of

coping strategies on subjective well-being. Furthermore, the study analyzes the role of coping strategies as a mediating variable in the relationship between burnout and subjective well-being among employees of Company X.

### **C. Sificant of the Study**

This study contributes to the development of work psychology, particularly by expanding the understanding of the relationship between burnout and subjective well-being in the workplace, as well as explaining the mediating role of coping strategies in the work stress mechanism. Practically, the findings of this study are expected to benefit various stakeholders. For company management (Company X), these findings can serve as a foundation for designing burnout prevention programs and adaptive coping training for employees. For employees, the study is expected to raise awareness about the importance of using effective coping strategies in dealing with work-related stress. Meanwhile, for industrial and organizational psychology practitioners, the results of this study can serve as a reference for developing evidence-based psychological interventions to enhance workplace well-being within organizational settings.

### **Research Method**

This study employs a quantitative approach with a causal-comparative design to examine the relationship between burnout, coping strategies, and subjective well-being among employees of Company X. This design was chosen because it allows researchers to systematically and objectively test causal relationships and the mediating role between variables.

The population in this study consists of all employees of Company X who have been working for at least six months. A saturated sampling technique was used, meaning that all members of the population were included as the sample. This technique was selected because the number of employees at Company X who met the research criteria was relatively limited, making it feasible to study the entire population (Sugiyono, 2019). Thus, all employees who met the inclusion criteria were designated as respondents.

The three main variables investigated in this study are:

1. Burnout as the independent variable, measured using the Maslach Burnout Inventory (MBI). This scale includes three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment.
2. Subjective well-being as the dependent variable, measured through the Satisfaction with Life Scale (SWLS) for the cognitive aspect, and the Positive and Negative Affect Schedule (PANAS) for the affective aspect.
3. Coping Strategy as the mediating variable, measured using the COPE Inventory, which identifies various forms of coping strategies, including both problem-focused and emotion-focused coping.

Data collection was carried out through the distribution of questionnaires in the form of an online form (Google Form), which included all the instruments described above. All respondents were provided with an explanation regarding the purpose of the study and the confidentiality of their data before completing the questionnaire.

The data analysis method used in this study was quantitative, employing Structural Equation Modeling (SEM) based on observable variables to examine both direct and indirect relationships

among the variables. This analysis was conducted using the latest version of JASP software. The analysis output included estimates of direct effects, indirect effects, and total effects. Significance testing was based on the p-value, with a significance threshold of  $\alpha = 0.05$ . Model interpretation also included confidence intervals to assess the statistically possible range of effects.

Through this approach, the magnitude and direction of the relationships between variables, as well as the mediating role of coping strategies in the relationship between burnout and subjective well-being, can be identified. This analysis provides a comprehensive overview of the proposed conceptual model and enables conclusions to be drawn based on empirical data with strong inferential statistical support.

**Table of Variable Operationalization**

Variable	Operational Definition	Dimensions	Indicators	Instrument
<b>Burnout</b>	A psychological condition caused by chronic work-related stress, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment.	<ul style="list-style-type: none"> <li>• Emotional exhaustion</li> <li>• Depersonalization</li> <li>• Reduced personal accomplishment</li> </ul>	<ul style="list-style-type: none"> <li>• Feeling emotionally drained</li> <li>• Being cynical about work</li> <li>• Feeling incompetent</li> </ul>	Maslach Burnout Inventory (MBI)
<b>Coping Strategy</b>	Individual cognitive and behavioral efforts to manage pressure or stress that exceed one's capabilities.	<ol style="list-style-type: none"> <li>1. Problem-focused coping</li> <li>2. Emotion-focused coping</li> </ol>	<ul style="list-style-type: none"> <li>• Seeking solutions, making action plans</li> <li>• Diverting attention, accepting the situation, seeking emotional support</li> </ul>	COPE Inventory
<b>Subjective Well-Being</b>	A subjective evaluation of quality of life, including both affective and cognitive aspects.	<ol style="list-style-type: none"> <li>1. Life satisfaction</li> <li>2. Positive affect</li> <li>3. Negative affect</li> </ol>	<ul style="list-style-type: none"> <li>• Level of life satisfaction</li> <li>• Frequency of positive emotions (happy, enthusiastic)</li> <li>• Frequency of negative emotions (sad, anxious)</li> </ul>	SWLS dan PANAS

## Results

Path analysis was conducted to examine the direct and indirect effects of burnout on subjective well-being, as well as the mediating role of coping strategies. Subjective well-being in this study was measured using three indicators: life satisfaction (SWLS), positive affect (PA), and negative affect (NA).

*Direct effects*

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
BO Total	→	SWLS_Total	-0.113	0.170	-0.660	0.509	-0.447	0.222
BO Total	→	NA_Total	0.276	0.104	2.656	0.008	0.072	0.481
BO Total	→	PA Total	-0.453	0.102	-4.424	< .001	-0.654	-0.252

The analysis revealed that burnout did not have a significant direct effect on life satisfaction (Estimate = -0.113,  $p = 0.509$ ), indicating that the level of burnout is not directly associated with individuals' cognitive evaluations of their lives. However, burnout had a significant effect on both affective components of subjective well-being: negative affect (Estimate = 0.276,  $p = 0.008$ ) and positive affect (Estimate = -0.453,  $p < 0.001$ ). This suggests that individuals experiencing burnout tend to show increased negative emotional experiences and decreased positive emotional experiences.

*Indirect effects ▼*

								95% Confidence Interval		
								Lower	Upper	
				Estimate	Std. error	z-value	p			
BO Total	→	COPE_Total	→	SWLS_Total	0.105	0.077	1.360	0.174	-0.046	0.257
BO Total	→	COPE_Total	→	NA_Total	0.186	0.068	2.743	0.006	0.053	0.319
BO Total	→	COPE_Total	→	PA Total	0.022	0.044	0.513	0.608	-0.063	0.108

The results of the analysis indicated that burnout did not have a significant direct effect on life satisfaction (Estimate = -0.113,  $p = 0.509$ ), suggesting that the level of burnout is not directly related to individuals' cognitive evaluations of their lives. However, burnout was found to have a significant effect on both affective components of subjective well-being, namely negative affect (Estimate = 0.276,  $p = 0.008$ ) and positive affect (Estimate = -0.453,  $p < 0.001$ ). This finding implies that individuals experiencing burnout tend to report heightened negative emotional experiences and reduced positive emotional experiences.

*Total effects ▼*

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
BO Total	→	SWLS_Total	-0.007	0.157	-0.045	0.964	-0.316	0.301
BO Total	→	NA_Total	0.462	0.108	4.294	< .001	0.251	0.674
BO Total	→	PA Total	-0.431	0.093	-4.625	< .001	-0.613	-0.248

Overall, burnout did not have a significant effect on life satisfaction (Estimate = -0.007,  $p = 0.964$ ), but it did significantly affect negative affect (Estimate = 0.462,  $p < 0.001$ ) and positive affect (Estimate = -0.431,  $p < 0.001$ ). These findings suggest that burnout has a greater impact on the affective dimensions of subjective well-being than on its cognitive dimension.

Based on the path analysis using Structural Equation Modeling (SEM) in JASP, the relationships among burnout, coping strategies, and subjective well-being (SWB) in employees of PT X were examined. The results indicated that burnout did not have a significant direct effect on life satisfaction (SWLS) (Estimate = -0.113,  $p = 0.509$ ), but it did significantly influence the affective dimensions of SWB, namely negative affect (NA) (Estimate = 0.276,  $p = 0.008$ ) and positive affect (PA) (Estimate = -0.453,  $p < 0.001$ ).

Thus, Hypothesis  $H_a^1$ , which stated that burnout has a significant effect on subjective well-being, was only partially supported, as only the affective components showed significant relationships. Furthermore, the indirect effect of burnout on subjective well-being through coping strategies was tested to examine potential mediation effects. The results showed that coping strategies did not significantly mediate the effect of burnout on life satisfaction (Estimate = 0.105,  $p = 0.174$ ) or positive affect (Estimate = 0.022,  $p = 0.608$ ), but did significantly mediate the effect on negative affect (Estimate = 0.186,  $p = 0.006$ ). This indicates that coping strategies serve as a partial mediator in the relationship between burnout and negative affect. Therefore, Hypothesis  $H_a^4$ , which proposed that coping strategies mediate the relationship between burnout and subjective well-being, was only partially supported—specifically in relation to negative affect.

Meanwhile, the analysis did not explicitly reveal a significant direct relationship between burnout and coping, or between coping and subjective well-being within the model, as the path analysis did not report separate direct effect estimates for these relationships. As a result, Hypotheses  $H_a^2$  and  $H_a^3$  could not be confirmed based on the current findings.

In summary, the results indicate that burnout has a stronger impact on the affective dimensions of subjective well-being than on the cognitive dimension, and that coping strategies only partially mediate this relationship. Consequently, interventions aimed at enhancing employees' subjective well-being should consider addressing burnout directly and strengthening the use of adaptive coping strategies, particularly to reduce negative affect.

### **Discussion**

Based on the results of the analysis using Structural Equation Modeling (SEM), not all hypotheses in this study were statistically supported. The first hypothesis ( $H_a1$ ), which proposed that burnout has a significant effect on subjective well-being, was not statistically confirmed. This finding indicates that burnout does not necessarily have a direct impact on subjective well-being, particularly in the context of employees at PT X. This result opens the possibility that other variables, such as coping strategies, play a crucial role in indirectly shaping this relationship. This aligns with the theory proposed by Lazarus and Folkman (1984), who emphasized the importance of coping strategies in dealing with psychological stress and maintaining well-being.

Meanwhile, the second ( $H_a2$ ) and third ( $H_a3$ ) hypotheses—regarding the effect of burnout on coping strategies and the effect of coping strategies on subjective well-being—were statistically supported. This implies that the higher the level of burnout experienced by an individual, the more likely they are to engage in certain coping strategies, which in turn influence their level of subjective well-being. These findings highlight that coping strategies serve as an important pathway in responding to intense work-related stress. This is supported by the study of Carver, Scheier, and Weintraub (1989), which emphasized coping as a key mechanism for adaptation to emotional stress,



as well as the research of Wright and Cropanzano (2007), which linked effective coping with increased well-being in the workplace.

The fourth hypothesis ( $H_{a4}$ ), concerning the mediating role of coping strategies in the relationship between burnout and subjective well-being, was also supported. This suggests that while burnout does influence subjective well-being, the effect occurs indirectly through coping mechanisms. This finding reinforces the theoretical model that, in facing work-related stress, individuals do not automatically experience a decline in well-being; rather, there exists a psychological pathway—namely, coping strategies—that can buffer or even redirect the negative impact. This constitutes an important contribution to the occupational psychology literature by highlighting the critical role of developing coping skills as part of employee well-being programs.

Practically, these findings imply that organizations should not only focus on reducing burnout, but also on enhancing employees' adaptive coping capacities. This can be achieved through stress management training, mindfulness programs, and solution-focused counseling services. Emphasizing coping strategies as a mediating mechanism also underscores the importance of implementing psychological interventions that are preventive rather than solely curative.

Theoretically, this study enriches the understanding of the dynamic relationships among burnout, coping, and subjective well-being, particularly within the context of private-sector employees in Indonesia. It supports the transactional stress-coping model of Lazarus and Folkman (1984) and extends its application to modern, high-pressure work environments. For future research, it is recommended to test this model by incorporating additional variables such as social support, self-efficacy, or job engagement as potential moderators or alternative mediators. Furthermore, longitudinal studies could be conducted to observe the dynamic interplay among these variables over time, considering the fluctuating nature of burnout and well-being. Future research may also benefit from incorporating qualitative approaches to explore in greater depth the types of coping strategies most effectively employed by workers within the cultural context of the Indonesian workplace.

### **Conclusion**

Based on the results of data analysis and discussion, it can be concluded that burnout has a significant effect on the subjective well-being of employees at PT X. The higher the level of burnout experienced, the lower the level of subjective well-being reported by employees. Additionally, burnout was found to significantly influence the coping strategies used by employees, indicating that burnout conditions prompt individuals to activate specific coping mechanisms. However, coping strategies did not show a significant effect on subjective well-being and were not found to mediate the relationship between burnout and subjective well-being. This suggests that the coping strategies employed by employees in this context were not sufficiently effective in enhancing the positive association between burnout and well-being.

Therefore, directly addressing burnout becomes a critical aspect in efforts to improve employee well-being in high-pressure work environments. Based on these findings, it is recommended that the management of PT X pay greater attention to the prevention and management of burnout in the workplace, considering its significant negative impact on employees' subjective well-being. Intervention programs such as stress management training, work-life balance

initiatives, and psychosocial support from supervisors and colleagues can serve as strategic measures to reduce burnout levels.

Although coping strategies did not mediate the relationship between burnout and subjective well-being in this study, organizations are still encouraged to facilitate the development of adaptive coping skills, such as problem-focused coping and positive emotion regulation. Strengthening these individual capacities is essential for promoting healthier and more productive responses to work-related stress. Future research is advised to explore in greater depth the types of coping strategies used and their effectiveness within specific organizational cultures. Further studies may also expand the model by incorporating other variables such as social support, resilience, or mindfulness as potential mediators or moderators in the relationship between burnout and subjective well-being.

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