

The Influence of Job Mindfulness on Emotional Exhaustion Through Psychological Distress and Workplace Bullying as Mediation Variables

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Abstract

This research aims to clearly prove the effect of job mindfulness on emotional exhaustion through psychological distress and workplace bullying as mediating variables in employees of Bank Nagari Main Branch, Padang. In the research, 141 people were selected using the census method. Data collection is carried out by distributing questionnaires directly to employees who fulfill the specified selection procedures. The data analysis method used is path analysis which is processed using Partial Least Square (PLS). Job mindfulness and psychological distress have no effect on the emotional exhaustion felt by employees of Bank Nagari Padang Main Branch, while workplace bullying has a positive effect on the emotional exhaustion felt by employees of Bank Nagari Main Branch Padang. In the hypothesis testing stage, it was also found that Job Mindfulness had a negative effect on the psychological distress felt by Bank Nagari Main Branch employees. Apart from that, Job Mindfulness has a negative effect on workplace bullying felt by employees in the Bank Nagari Padang Main Branch environment. In the indirect influence testing stage, it was found that psychological distress did not mediate the relationship between job mindfulness and emotional exhaustion felt by employees of Bank Nagari Main Branch, Padang, whereas in the second indirect influence test, it was found that Workplace bullying was able to mediate the relationship between job mindfulness and emotional exhaustion in Bank Nagari Branch employees at Padang main branch.

Keywords: Job Mindfulness, Workplace Bullying, Psychological Distress, Emotional Exhaustion, Emotional Fatigue.

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1. Introduction

Emotional exhaustion is a problem that often occurs in every individual who works in an agency, especially in banking institutions. A high workload means that the work required increasingly requires concentration and takes a long time to complete it. In addition, when the workload felt by employees is too high, it will reduce the employee's leisure time, resulting in emotional exhaustion [1]. Emotional exhaustion is characterized by boredom from completing tasks and responsibilities. Apart from that, emotional fatigue will also create a feeling of lack of confidence and pessimism about being able to complete the job well. Emotional fatigue is one of the problems that must be resolved immediately by every agency leader, because this psychological disorder will affect employee productivity and achievement at work [2].

Emotional exhaustion is a psychological symptom that shows emotional exhaustion experienced by employees which is caused by pressure, as well as a lack of support from the organization for employees while carrying out their duties and responsibilities [3]. The large workload of the pandemic service has pushed the time spent at work to become longer, while the time to relax with family or those closest to them has been greatly reduced, plus the pressure of punishment that

employees are ready to accept if they are deemed to have failed to meet the standards or targets given by the leadership. Emotional exhaustion will create feelings of hopelessness, which encourages employees to not have confidence in completing their work.

The occurrence of emotional exhaustion does not occur by itself but can be influenced by a number of variables including job mindfulness, workplace bullying and psychological distress that occurs in employees [4]. Workplace bullying and psychological distress will mediate the relationship between job mindfulness and emotional exhaustion felt by employees. When job mindfulness is strengthened, the pressure felt by employees at work will decrease, however, when workplace bullying continues to occur repeatedly to an employee at work, this will lead to higher levels of psychological distress and emotional exhaustion.

Psychological disorders at work often occur in employees at work. Psychological disorders are known as psychological distress. Psychological distress shows psychological disorders that can occur in employees in an organization [5]. These psychological disorders can be seen from the level of anxiety, restlessness, fear and worry at work. When the tendency for psychological disorders is stronger in employees, emotional fatigue will further increase.

Research found that psychological distress observed from employee depression had a positive effect on emotional exhaustion [6]. These findings show that when an employee experience increased psychological distress such as depression and excessive anxiety, this will further increase feelings of boredom and boredom at work. The feelings of anxiety, distrust, anxiety and fear felt by employees will create feelings of boredom and boredom that encourage them to avoid work. Furthermore, the research results of a certain researchers found that psychological distress observed from employee depression had a positive and significant effect on employee emotional exhaustion [7].

Emotional exhaustion is one of the negative behaviors that must be managed by organizational leaders. Therefore, it is increasingly important for agency leaders to carry out job mindfulness. Job maintenance is attention given deliberately by leaders to employees at work [3]. Mindfulness can take the form of compassion, caring, sympathy, and openness to sharing within the organization. When a leader always takes the time to pay attention to his subordinates, all problems and complaints felt by subordinates at work will certainly be resolved, thereby reducing the possibility of emotional exhaustion at work, especially in the Bank Nagari Padang Main Branch environment.

The results of research discussing job mindfulness on emotional exhaustion conducted by certain researchers found that mindfulness had a negative effect on emotional exhaustion [8]. These findings indicate that the higher the attention and cooperation that occurs between members of the organization, the greater the feeling of boredom and despair in carrying out their duties and responsibilities at work. Similar research results were obtained by a researcher who found that mindfulness had a negative effect on emotional exhaustion [9]. Furthermore, research results from different researcher found that mindfulness had a negative and significant effect on emotional fatigue [10].

Organizations are very complex environments and difficult to manage, therefore the tendency for emotional exhaustion can be strengthened due to workplace bullying [11]. The occurrence of workplace bullying is often carried out by leaders themselves against subordinates or between employees and fellow employees. Workplace bullying can be carried out in the form of teasing that demeans someone. When this action occurs repeatedly, it will increase the tendency for psychological distress in the form of feelings of depression which will further increase emotional fatigue in employees [6]. When this happens, the concentration or focus of employees who are the object of bullying in the workplace will be disturbed and of course this will affect individual or organizational performance.

Research found that workplace bullying has a positive effect on emotional exhaustion [12]. Another research also found that workplace bullying had a positive effect on emotional exhaustion in employees [5]. These findings confirm the results of previous research which shows that when workplace bullying continues to occur repeatedly, it results in emotional disturbances in employees who receive bullying. Different research found that mindfulness had a significant effect on emotional exhaustion through psychological distress [4]. These findings indicate that the higher the attention and cooperation that occurs between members of the organization, the lower the tension of psychological distress in employees as well as reducing emotional exhaustion in employees. The attention of superiors and other employees will create better morale at work thereby reducing employee psychological distress or emotional fatigue.

Furthermore, the research results of a certain researcher found that mindfulness had a negative effect on emotional exhaustion through psychological distress as a moderating variable [9]. The findings obtained show that the higher the attention and concern of co-workers felt by each employee, the more boredom and pessimistic feelings they feel at work. The attention and support given by superiors or colleagues at work becomes a tool to encourage and motivate oneself at work, thereby reducing emotional stress at work or other psychological disorders.

In accordance with the description of the background and problems experienced by Bank Nagari West Sumatra employees in working during the pandemic, as well as the results of a number of previous studies, researchers are interested in proposing a modification of the research carried out by certain researcher [6]. The main difference between this research and the previous one is that the psychological distress variable is a mediating variable that bridges the relationship between job mindfulness and emotional exhaustion. This was done in accordance with research limitations in reference research. The second difference is that the time and place of research are relatively different from previous researchers. Carrying out research in a different place from previous research will certainly lead to different results

2. Research Method

This research is quantitative research with the concept of clausibility testing. This research was carried out using a statistical approach, namely through Structural Equation Modeling (SEM). Testing is planned using Partial Least Square (PLS). In this research, the objects were 141 employees of Bank Nagari Padang Main Branch, which were obtained through a survey, which was carried out by distributing questionnaires directly. This research consists of three variables, namely the dependent variable, mediating variable and independent variable.

Emotional exhaustion is the first variable used in this research. Emotional exhaustion is measured using indicators from another research, namely feeling very emotional, feeling bored and bored, feeling depressed, feeling frustrated and feeling stressed at work [4]. The second variable is job mindfulness which is measured using indicators adapted, namely feeling like walking alone without knowing how to do the job, feeling unfocused on what is being achieved, feeling rushed in carrying out work, working individually without involvement of others and working spontaneously [4]. The third variable is workplace bullying which is measured using indicators adopted from different research namely often receiving intimidation from colleagues, often being the target of anger from superiors and some colleagues showing hostile reactions [13]. The fourth variable is psychological distress which was measured using five indicators adopted from certain research namely feeling tired, feeling nervous, restless. easily give up and feel depressed [14]. Measurement of each variable was carried out using a Likert scale.

The data analysis method used is Structural Equation Modeling (SEM). The data processing procedure consists of two stages, namely Measurement Model Assessments (MMA) and Structural Model Assessments (SMA). In carrying out MMA, the analysis stages carried out are Convergent Validity which consists of outer loading (> 0.70), Cronbach's Alpha (> 0.70), Composite Reliability (> 0.70) and Average Variance Extracted (AVE) with a cut off of > 0.50 [15]. After this procedure is fulfilled, the testing stage is continued by looking for Discriminant Validity using the Fornier Lancker Criterion approach [16]. After this procedure is fulfilled, cross loading and Hetero Traid Mono Traid (HTMT) analysis are carried out followed by inner model, namely looking for a model of fit through R-square analysis. and Q-square. After these procedures are fulfilled, Structural Model Assessments (SMA) can be carried out, namely by looking for direct effects and indirect effects. Hypothesis testing was carried out using the T-statistic test (T-statistic > 1.96).

3. Result and Discussion

After all questionnaires have been successfully collected, the data processing stage is carried out. Data processing was carried out using Structural Equation Modeling (SEM). Data processing was carried out using Partial Least Square (PLS). Before carrying out the hypothesis testing stage, the respondent's descriptive narrative is first presented as shown in Table 1.

Table 1. Demographic Responded

Information	Frequency	Percentage (%)
Sex		
Man	63	46.67
Female	72	53.33
Age		
23 – 30 Years	26	19.26
31 – 35 Years	29	21.48
36 – 40 Years	37	27.41
41 – 45 Years	31	22.96
46 – 55 Years	12	8.89
Education		
Senior High School	0	0.00
Diploma	0	0.00
Bachelor	129	95.56
Master	6	4.44
Experience		
1 – 5 Years	42	31.11
6 – 10 Years	59	43.70
> 10 Years	34	25.19
Total	135	100.00

In accordance with the respondent data identification process, it was found that 53.33% of respondents were female, while the other 46.67% of respondents were male. Apart from that, if we look at the age level, it was found that 27.41% of respondents were aged between 36 years and 40 years, while respondents aged between 46 years and 55 years were the least number of respondents, namely 8.89%. In accordance with gender and age characteristics, it can be concluded that the majority of Bank Nagari Main Branch employees are dominated by women and in general the employees are relatively young.

Other information that researchers obtained from identifying respondent data revealed that 95.56% of respondents had education at bachelor's level, while the other 4.44% of respondents had education at master's or master's level. If we look at the period of work, it was identified that 43.70% of respondents claimed to have worked within Bank Nagari for between 6 years and 10 years, while only 25.19% of respondents stated to have worked within the organization for more than 10 years. Thus, it can be concluded that in general the employees of Bank Nagari main branch who were respondents have high education and are relatively experienced at work if observed from the years of work they have completed.

The first stage in carrying out SEM analysis is Measurement Model Assessments (MMA), namely by carrying out Convergent Validity. In accordance with the test results that have been carried out using PLS assistance, it can be seen in Table 2.

Table 2. Convergent Validity

Variable	Outer Loading	CA	CR	AVE
EE	0,7227 – 0,8799	0,9304	0,9418	0,6204
PSY	0,8012 – 0,9279	0,9463	0,9573	0,7894
MIND	0,7751 – 0,9097	0,9189	0,9396	0,7574
WB	0,8600 – 0,9440	0,8733	0,9226	0,7991

Where CA is Cronbach's Alpha and CR is composite reliability. The first data processing stage to carry out

Structural Equation Modeling analysis is to carry out Measurement Model Assessment (MMA). In this stage, it will be ensured that each variable has been measured with an appropriate and reliable statement.

In accordance with the convergent validity testing stage, it can be seen that each research variable has an outer loading > 0.70, apart from that, from the instrument testing stage, a Cronbach's Alpha value above 0.70 and a Composite Reliability value above 0.70 were also obtained. Apart from that, from the testing stage, the AVE value for each variable was also found to be > 0.50. Thus, it can be concluded that each research variable used has been supported by an appropriate and reliable statement instrument, so that further data processing procedures can be carried out immediately.

The second procedure carried out in MMA analysis is to carry out Discriminant Validity analysis using the Fornier Lancker Criterion approach. The analysis procedure carried out is shown in Table 3.

Table 3. Discriminant Validity Fornier Lancker Criterion

Variable	MIND	EE	PSY	WB
MIND	0.912			
EE	0.897	0.876		
PSY	0.808	0.851	0.888	
WB	0.717	0.846	0.879	0.894

In accordance with the results of the tests that have been carried out, it can be seen that the job mindfulness variable has the highest correlation, namely 0.912, which is higher than the emotional exhaustion variable with a correlation value of 0.876 and the physical distress variable with a correlation value of 0.888 or the workplace well-being variable which has a correlation coefficient of 0.894. In the second quadrant, it can be seen that the emotional exhaustion variable has a smaller correlation value than job mindfulness but has a greater correlation value than the physical distress variable or the workplace bullying variable. This consistent thing also applies to the psychological distress variable or the workplace bullying variable. In this way, further data processing stages can be carried out immediately.

The third procedure carried out in carrying out MMA is to carry out Inner Model analysis, namely through R-square and Q-square. In accordance with the results of the data processing that has been carried out, a description of the results can be seen in Table 4.

Table 4. R-Square & Q-Square Analysis Results

Variable	R ²	Result	Q ²	Result
EE	0.720	Medium	0.457	Strong
PSY	0.837	High	0.649	Strong
WB	0.514	Medium	0.404	Strong

In the Table 4 above, it can be seen that the inner model used in this research has three structures. In the first structure, emotional exhaustion is the dependent variable. The test results show that the r-square value obtained is 0.720. The results obtained show that job mindfulness, psychological distress and workplace bullying are able to contribute to influencing changes in emotional fatigue felt by employees of Bank Nagari Padang Main Branch amounting to 72% while the remaining 28% of other contributions are influenced by other variables that are outside the current analysis model.

In the second measurement structure, psychological distress is the dependent variable. The results of statistical testing produced an r-square value of 0.837. The coefficient value shows that job mindfulness and workplace bullying are able to influence changes in psychological distress felt by employees of Bank Nagari Padang Main Branch by 83.70%, while the remaining 16.30% of other contributions are influenced by other variables not used in the current model.

In the third sub structure, workplace bullying is seen as the dependent variable. In the third sub-structure test, an r-square value of 0.514 was obtained. The coefficient value shows that job mindfulness is only able to influence changes in workplace bullying by 51.40%, while the remaining 48.60% of other contributions are influenced by other variables not used in this research.

Apart from that, at the testing stage it can be seen that each sub structure has a Q-square value > 0.30. Where for the first model sub-structure where emotional exhaustion is the dependent variable, the Q-square value is 0.457, then in the second sub-structure using psychological well-being as the dependent variable, the Q-square value is 0.649, and in the third sub-structure with the dependent variable workplace bullying has a Q-square value of 0.404. Thus, the three sub-structures that form the structural model that will be analyzed in this research are declared fit.

Overall, the measurement model structure formed from each variable that forms relationships and interactions in the model is able to contribute to better results as shown in Figure 1.

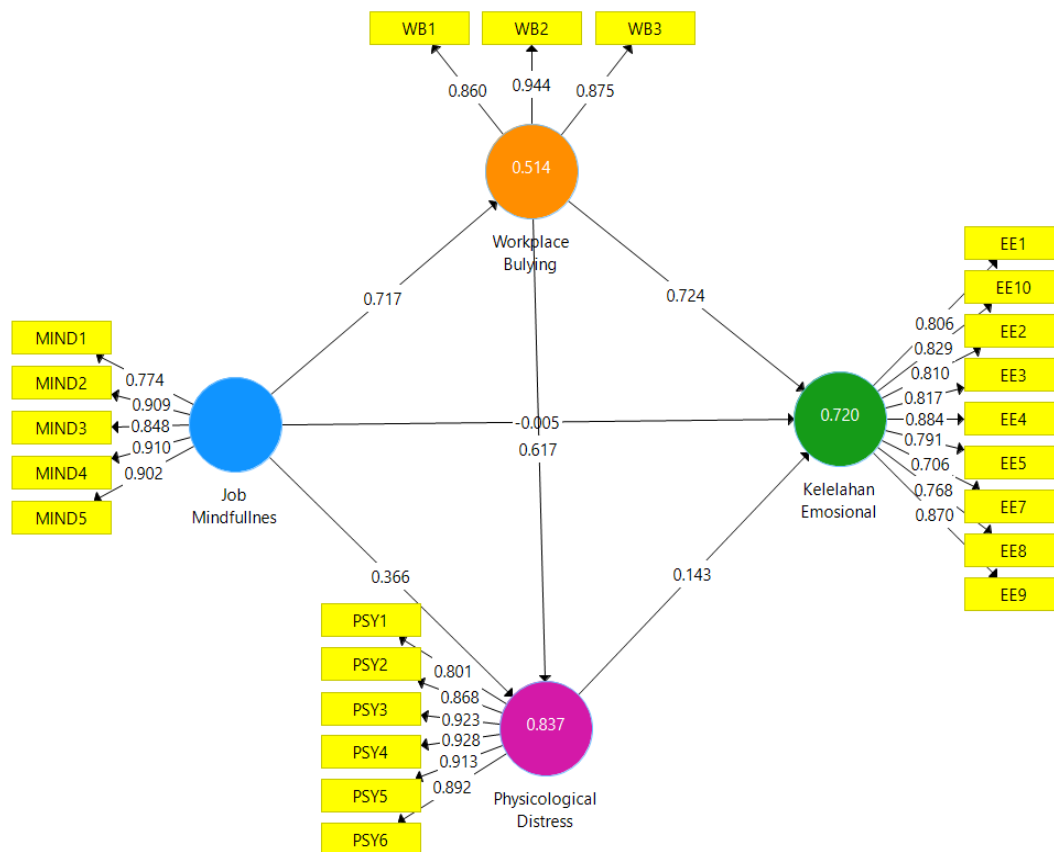


Figure 1. Measurement Model Assessments

In the measurement framework model, it can be seen that each research variable used has been measured with appropriate and reliable statement instruments. Considering that each variable has been measured with a statement that has an outer loading coefficient > 0.70. Apart from that, at the R2 analysis stage in the first sub structure it was 0.720 or reached 72% so it was categorized as medium. In the second sub structure, an R² value of 0.837 is obtained, which is categorized as high, while in the third sub structure, an R² value of 0.514 is obtained. In this way, each variable that forms the framework of the measurement model has good accuracy, so that further data processing stages can be carried out.

After all MMA procedures have been fulfilled, the Structural Model Assessments (SMA) stage can be carried out. The testing procedure was carried out in two stages, namely direct effect and indirect effect. Based on the results of the data processing that has been carried out, a description of the results can be seen in Table 5.

Table 5 Direct Effect Testing

Hypothesis	OS	T Statistics	P Values	Result
MIND → EE	-0.005	0.075	0.940	Rejected
PSY → EE	0.143	1.252	0.211	Rejected
WB → EE	0.724	7.796	0.000	Accepted
MIND → PSY	-0.366	6.823	0.000	Accepted
MIND → WB	-0.717	11.207	0.000	Accepted

Where OS is original sample. At the first hypothesis testing stage, the original sample showed that the relationship between job mindfulness and emotional exhaustion was -0.005. Statistically, the t-statistic value is 0.940. Testing was carried out using an error rate of 0.05. Where the t-value obtained is 1.96. So, the decision is that Ho is accepted and H₁ is rejected, so it can be concluded that job mindfulness has no effect on emotional exhaustion in employees of Bank Nagari Padang Main Branch.

At the second hypothesis testing stage, it was seen that psychological distress had an original sample of 0.143 against emotional exhaustion. Statistically, this result is proven by the t-count of 0.211. The testing stages were carried out using an error rate of 0.05, so that a t-table value of 1.96 was obtained. The results obtained show a t-statistic of 0.211 < 1.96. So, it can be concluded that psychological distress has no effect on the emotional exhaustion felt by employees of Bank Nagari Padang Main Branch.

In the third hypothesis testing stage, it can be seen that the original sample size between workplace bullying and emotional exhaustion was 0.724. From the results of statistical hypothesis testing, a t-statistical value of 7.796 was obtained. The testing process was carried out using an error rate of 0.05, obtained a t-table value of 1.96. So that it can be concluded that workplace bullying has a positive effect on emotional exhaustion

in employees of Bank Nagari Padang Main Branch, or it can be interpreted that the higher the workplace bullying felt by employees in the agency, the greater the emotional exhaustion they feel.

At the fourth hypothesis testing stage, it can be seen that the original sample size between job mindfulness and psychological distress was -0.366. From the results of statistical hypothesis testing, a t-statistical value of 6.823 was obtained. The testing process was carried out using an error rate of 0.05, The results obtained show the t-statistic $6.823 > 1.96$. So, the decision is that H_0 is rejected and H_4 is accepted, so it can be concluded that job mindfulness has a negative effect on psychological distress in employees of Bank Nagari Main Branch, Padang. These findings show that when the job mindfulness felt by employees is higher, the tendency to experience psychological distress will decrease.

Apart from that, at the fifth hypothesis testing stage, it was found that the original sample size between job mindfulness and workplace bullying was -0.717. From the results of statistical hypothesis testing, a t-statistical value was 11.207. The testing process was carried out using an error rate of 0.05, obtained a t-table value of 1.96. The results obtained show a t-statistic of $11.207 > 1.96$. So, it can be concluded that job mindfulness has a negative effect on workplace bullying among Bank Nagari Padang Main Branch employees. These findings show that when employees experience higher job mindfulness activities, it will encourage a decrease in workplace bullying among Bank Nagari Padang Main Branch employees.

In this research, hypothesis testing was also carried out to test the interaction between independent variables and mediating variables, or what is called indirect effect testing. Based on the results of the data processing that has been carried out, a description of the results can be seen in Table 6.

Table 6 Indirect Effect Testing

Hypothesis	OS	T-statistic	P-Value
MIND → PSY → EE	0.052	1.221	0.223
MIND → WB → EE	0.519	7.100	0.000

Where OS is original sample. At the seventh hypothesis testing stage, it was seen that psychological distress was only able to mediate the relationship between job mindfulness and emotional exhaustion very weakly, namely 0.052. Statistically, a t-statistic of 1.221 was also obtained. Testing was carried out using an error rate of 0.05, obtained a t-table value of 1.96. These results show a t-statistic value of $1.221 < t\text{-table } 1.96$. So, the decision is that H_0 is accepted and H_6 is rejected, thus it can be concluded that psychological distress does not mediate the relationship between job mindfulness and emotional exhaustion felt by employees of Bank Nagari Padang Main Branch.

At the eighth hypothesis testing stage, it was seen that workplace bullying was able to mediate the relationship

between job mindfulness and emotional exhaustion by 0.519. Statistically, the t-statistic is also obtained at 7.100. Testing was carried out using an error rate of 0.05, obtained a t-table value of 1.96. These results show a t-statistic value of $7.100 > T\text{-table } 1.96$. So the decision is that H_0 is rejected and H_7 is accepted, thus it can be concluded that workplace bullying is able to mediate the relationship between job mindfulness and emotional exhaustion felt by employees of Bank Nagari Padang Main Branch.

Based on the results of testing the first hypothesis, it was found that job mindfulness had no effect on the emotional exhaustion felt by employees of Bank Nagari Padang Main Branch. These findings show that high or low implementation of job mindfulness values involving employees and leaders will not affect the emotional exhaustion felt by every employee of Bank Nagari Main Branch, Padang. The results obtained occurred because mindfulness activities were indeed able to create togetherness at work, but did not affect changes in emotional exhaustion felt by employees. The results obtained also show that the emotional exhaustion felt by the majority of employees is more caused by factors other than job mindfulness such as high workload and work risks, thus making their time to relax and gather with family less, the situation further encourages the emergence of stress and emotional exhaustion. felt by employees, especially in the Bank Nagari Padang Main Branch environment. Thus, the first hypothesis is rejected.

The results obtained also show that job mindfulness actions continue to be carried out to strengthen employee cooperation with fellow employees, or even with superiors, but have not been able to influence changes in the emotional exhaustion felt by employees. The results obtained are consistent with a researcher who stated that it is not only job mindfulness that influences emotional exhaustion but is more caused by workload and pressure at work [17]. The results obtained are not supported by the research results of two researchers who found that mindfulness had a negative effect on emotional exhaustion [4]. The same thing was also expressed by another researcher who found that mindfulness had a negative effect on emotional exhaustion. felt by employees [9]. Furthermore, the results of research by different researcher show that job mindfulness has a negative effect on the emotional exhaustion felt by employees [18].

In accordance with the results of testing the second hypothesis, it was found that psychological distress had no significant effect on emotional exhaustion in employees of Bank Nagari Padang Main Branch. The findings obtained show that changes in psychological distress will not affect the emotional exhaustion felt by employees of Bank Nagari Padang Main Branch. Every employee has become accustomed to the pressure of

carrying out risky tasks without creating psychological pressure that encourages them to feel depressed or experience emotional exhaustion. Thus, the second hypothesis is rejected.

The results obtained are because the majority of employees consider the pressure, they face at work to be normal, so every employee must always be ready to face it. This situation reduces the pressure they face at work, keeps them enthusiastic and does not create excessive emotional fatigue. Most employees realize that working in a banking environment is full of pressure, and when they commit to working in that environment, they will always be prepared for the consequences it brings. Employees perceive work pressure and risks as something that must continue to be faced and become a challenge at work, as a result they can control stress so that it does not lead to extraordinary emotional exhaustion in each employee.

The results obtained at the second hypothesis testing stage were supported by researcher who stated that not only psychological distress affects the emotional exhaustion felt by employees, but it is more caused by workload and pressure at work [19]. However, the research results obtained by another one found that psychological distress observed from employee depression had a positive effect on emotional exhaustion [6]. These findings show that when an employee experience increased psychological distress such as depression and excessive anxiety, this will further increase feelings of boredom and burnout at work. The feelings of anxiety, loss of self, anxiety and fear felt by employees will create feelings of boredom and boredom that encourage them to avoid work. Certain researcher stated that psychological distress has a positive effect on emotional exhaustion [20]. Furthermore, the research results of two researchers found that psychological distress observed from employee depression had a positive and significant effect on the emotional exhaustion felt by employees [7].

Based on the results of testing the third hypothesis, it was found that workplace bullying had a positive effect on the emotional exhaustion felt by employees of Bank Nagari Padang Main Branch. These findings suggest that the higher the tendency for bullying those employees feel in their work environment, the greater the emotional exhaustion they feel. Thus, the third hypothesis is accepted. This situation is caused by bullying by insulting someone's achievements, to insinuating someone's physical weakness at work, which is something that employees in the Nagari Bank environment, consciously or not, often experience. These conditions encourage feelings of discomfort and tend to be stressed at work. When this situation cannot be resolved or controlled properly, emotional exhaustion will occur. Emotional failures include

anxiety, tending to avoid work to the point of being gloomy or not enthusiastic about work.

The results obtained at the third hypothesis testing stage are in line with research by two researchers who found that workplace bullying has a positive effect on emotional exhaustion [21]. These findings show that when bullying occurs repeatedly in the workplace for an employee, it will certainly create high emotional stress in the form of sadness, anxiety and great fear in the victim of bullying, thereby increasing the emotional exhaustion felt by the employee. Certain researcher stated that the higher the level of workplace bullying felt by employees, the more emotional exhaustion will increase, thereby encouraging individuals who are bullied to avoid work or abandon their responsibilities [11]. The same thing was also expressed another researcher that workplace bullying carried out by superiors or employees against fellow employees will trigger high levels of emotional exhaustion, feelings of anger and high emotional pressure that encourage individuals who are victims of bullying to avoid work as a result. turnover within the company becomes high [22].

Based on the results of testing the fourth hypothesis, it was found that job mindfulness had a negative effect on the psychological distress felt by Bank Nagari Main Branch employees. The results obtained can be interpreted as meaning that the higher the implementation of job mindfulness values in the Bank Nagari Padang Main Branch environment, the lower the psychological distress felt by each employee. This condition occurs because the increasing implementation of job mindfulness strengthens good relationships between employees and superiors or employees and fellow co-workers. The concept of cooperation developed in job mindfulness has certainly formed a strong cohesiveness between employees and even with superiors, so that this attitude will reduce the tendency for psychological distress in each employee on duty.

The findings obtained at the fourth hypothesis testing stage are consistent with the research results of a researcher who found that job mindfulness in the form of attention and support given by leaders to their subordinates can reduce psychological distress [22]. Similar things were also expressed by different researcher who stated that job mindfulness provided by superiors in the form of support and attention to their subordinates can ease the burden and pressure felt by employees at work [23]. Certain research results found that job mindfulness in the form of attention and guidance given by superiors to subordinates will reduce feelings of pressure and stress at work [11]. The attention given by superiors is a form of support that makes employees' psychology improve again. When this can truly be realized, it will certainly reduce the emotional fatigue that employees feel at work. Thus,

the researchers concluded that job mindfulness has a negative effect on psychological distress in employees.

Based on the results of testing the fifth hypothesis, it was found that job mindfulness had a negative effect on workplace bullying felt by every employee in the Bank Nagari Main Branch, Padang. These findings can be interpreted as meaning that the higher the implementation of positive values in the realization of job mindfulness, the greater the tendency to experience workplace bullying experienced by employees of Bank Nagari Padang Main Branch. This is because when the implementation of job mindfulness is carried out correctly, the relationship between employees and their superiors will be better. The superior will become a mentor for each employee to complete a number of difficult and challenging jobs, while with fellow employees or colleagues, job mindfulness will create good working relationships. better. Togetherness and strengthening the values of cooperation in implementing job mindfulness will encourage a reduction in workplace bullying felt by employees in the Bank Nagari Padang Main Branch environment.

The results obtained at the fifth hypothesis testing stage were supported by a researcher who found that job mindfulness had a negative effect on workplace bullying [22]. These findings indicate that the higher the job mindfulness activities carried out by superiors towards their subordinates, the tendency for workplace bullying will decrease. Attention, input and motivational encouragement from superiors has created cohesion and togetherness in the office which has encouraged a reduction in workplace bullying between employees or involving superiors. Some researcher found that job mindfulness has a negative effect on workplace bullying [23], [24].

Based on the results of testing the sixth hypothesis, it was found that psychological distress did not mediate the relationship between job mindfulness and emotional exhaustion felt by employees of Bank Nagari Padang Main Branch. These findings show that job mindfulness does not affect emotional exhaustion, even though job mindfulness can reduce psychological distress. Thus, the seventh hypothesis is rejected. This situation shows that job mindfulness can indeed create a better working atmosphere, such as establishing better relationships with fellow co-workers or with superiors so that it can reduce the pressure felt by each employee at work, but this is not able to influence changes in the emotional fatigue felt by employees. This situation cannot be separated from the fact that there are still a number of variables that are outside the model but influence employee emotional fatigue, such as work family conflict, work life balance and workload and so on. Thus, the researcher confirms that the seventh hypothesis is rejected.

The results obtained at the sixth hypothesis testing stage are supported by research by two researcher who

found that mindfulness had a significant effect on emotional exhaustion through psychological distress [25]. These findings indicate that the higher the attention and cooperation that occurs between members of the organization, the lower the tension of psychological distress in employees as well as reducing emotional exhaustion in each employee. The attention of superiors and other employees will create a better enthusiasm for work, thereby reducing psychological distress or emotional exhaustion felt by each employee. The results of research by certain researcher which revealed that the attention given routinely by leaders to subordinates, becomes an encouragement for employees which encourages the weakening of physiological distress and emotional exhaustion in employees [26].

Based on the results of testing the seventh hypothesis, it shows that workplace bullying is able to mediate the relationship between job mindfulness and emotional exhaustion in employees of Bank Nagari Main Branch, Padang. These findings show that workplace bullying continues to encourage high levels of emotional exhaustion even though job mindfulness has been carried out well by company leaders. Thus, the eighth hypothesis is accepted. This situation shows that even though job mindfulness is able to encourage better relationships between subordinates or with management, bullying behavior still occurs in the organizational environment so that it directly or indirectly creates emotional exhaustion in every individual who feels it, resulting in successful work being carried out. by employees is not optimal.

The findings obtained at the seventh hypothesis testing stage are supported by research that mentioned that job mindfulness is one way that leaders can do to reduce the occurrence of workplace bullying [17]. Through intensive attention given by superiors to employees, workplace bullying will decrease. The research results of certain researcher found that workplace bullying weakens the relationship between job mindfulness and emotional exhaustion felt by employees [27]. These findings indicate that the higher the job mindfulness activities carried out by superiors towards their subordinates, the tendency for workplace bullying will decrease. Attention, input and motivational encouragement from superiors has created cohesion and togetherness in the office which has encouraged a reduction in workplace bullying between employees or involving superiors. When these two things can be maintained in the organization, it will reduce employee emotional fatigue at work. Researchers found that workplace bullying weakens the relationship between job mindfulness and the emotional exhaustion felt by employees in the organization [6].

4. Conclusion

Based on the results of hypothesis testing, it was found that Job mindfulness and psychological distress had no

effect on the emotional exhaustion felt by employees of Bank Nagari, Main Branch, Padang, while Workplace bullying had a positive effect on the emotional exhaustion felt by employees of Bank Nagari, Main Branch, Padang. In the hypothesis testing stage, it was also found that Job Mindfulness had a negative effect on the psychological distress felt by Bank Nagari Main Branch employees. Apart from that, Job Mindfulness has a negative effect on workplace bullying felt by employees in the Bank Nagari Padang Main Branch environment. In the indirect influence testing stage, it was found that psychological distress did not mediate the relationship between job mindfulness and emotional exhaustion felt by employees of Bank Nagari Main Branch, Padang, whereas in the second indirect influence test, it was found that Workplace bullying was able to mediate the relationship between job mindfulness and emotional exhaustion in Bank Nagari Main Branch employees at Padang.

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