

The Effect of Job Burnout And Financial Compensation on Employee Performance (Study on Lestari Baru Gemolong)

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ABSTRACT

This study intends to analyse the impact of financial compensation and job burnout on employee performance. Job Burnout and Financial Compensation are the independent variables used in this study. While Employee Performance is the dependent variable of this study. In this survey, employees of Lestari Baru Gemolong in Sragen Regency were sampled with a total of 60 respondents. This research technique is quantitative and uses survey distribution to obtain primary data. Multiple linear regression analysis is the technique used for analysis. Data processing in this study used SPSS version 26 software. According to the research findings, employee performance at Lestari Baru Gemolong is significantly influenced by job burnout and monetary remuneration.

ABSTRAK

Penelitian ini bermaksud untuk menganalisis dampak dari kompensasi finansial dan kejenuhan kerja terhadap kinerja karyawan. Job Burnout dan Kompensasi Finansial adalah variabel independen yang digunakan dalam penelitian ini. Sedangkan Kinerja Karyawan adalah variabel dependen dari penelitian ini. Dalam survei ini, karyawan Lestari Baru Gemolong di Kabupaten Sragen menjadi sampel dengan jumlah 60 responden. Teknik penelitian ini bersifat kuantitatif dan menggunakan distribusi survei untuk mendapatkan data primer. Analisis regresi linier berganda adalah teknik yang digunakan untuk analisis. Pengolahan data dalam penelitian ini menggunakan software SPSS versi 26. Menurut temuan penelitian, kinerja karyawan di Lestari Baru Gemolong secara signifikan dipengaruhi oleh kejenuhan kerja dan remunerasi moneter.

1. INTRODUCTION

This research is a replication of previous research, which comes from (Khustina & Laily, 2019) on the Effect of Compensation and Job Burnout on Employee Performance of PT Asia Kemasan Cantik. The sample in the study amounted to 65 employee respondents.

The difference between this research and previous research lies in the independent variable. In previous studies using the independent variable, namely Compensation, while this study used the independent variable Financial Compensation. In addition, the object of research, previous research was conducted in Surabaya City, while this research was conducted in Sragen City.

Companies should provide the best products or services for consumers. A company needs human resources to help get the job done or commonly called employees. In a company, employees are one of the aspects that greatly affect the development of the company in addition to several other aspects. To

achieve the company's goals, every company should manage its human resources and take care of them so that they can be optimised. As sophisticated as today's equipment is, it is still the company's employees who operate it so that it runs optimally.

Employee performance is a work achievement that can be achieved by a group of people in an organisation, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organisation concerned legally, not violating the law, not violating the law and in accordance with morals and ethics (Ady & Wijono, 2013). According to Rivai (2006), poor performance can be caused by financial compensation problems in a company (Dharmayasa & Adnyani, 2020a).

Every human being must have experienced Job burnout (saturation) when doing daily activities, especially in doing work that is repeated every day. Saturation when doing something that is very often done with the same activities, so that it can cause fatigue and then lose enthusiasm for work and may

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even have an impact on someone quitting their job. Therefore, to achieve successful performance, companies are able to manage and maintain human resources appropriately.

Job Burnout correlates with various indices of personal stress such as physical fatigue, insomnia, marital and family problems. Job Burnout is a state of emotional exhaustion that often occurs in individuals who do some kind of 'people work'. The key aspect of burnout is increased feelings of emotional exhaustion resulting in negative developments (Maslach & Jackson, 1981) in (Khustina & Laily, 2019)

Maslach & Jackson's development was based on the need for an instrument to assess burnout in human service workers. Future research studies will help us to understand the personal, social, and institutional factors that are good for cutting burnout. Such research has the practical benefit of suggesting modifications in hiring, training, and job design that can address the problem of job burnout (Maslach & Jackson, 1981) in (Khustina & Laily, 2019)

Job burnout manifests itself in many different ways that vary in symptoms and degree from person to person. It usually occurs about a year after a person starts working in an institution, because that is when a number of factors come into play. If job burnout continues to occur in employees, the resulting performance cannot be maximised and feelings of frustration will arise so that they are not satisfied with the work that has been done. Some things that cause job burnout symptoms in employees are lack of support from superiors, unhealthy competition, and employees do not get what they want (Fredriksz, 2012) .

Regus survey results in 2012, the world's largest provider of workplace products and services, revealed that workers in Indonesia are constantly stressed and > 16,000 professional employees around the world experience the same thing. In addition, it was found that 64% of Indonesian workers reported their stress levels had increased compared to the previous year. In fact, based on a survey conducted in the United States (Dharmayasa & Adnyani, 2020b) the main cause of stress is excessive workload, which is around 46%, and 1 in 5 employees working experience job burnout.

Baron and Greenberg (2003) explain that there are 2 factors that influence job burnout, external factors include lack of opportunities for advancement, inadequate compensation, job demands, monotonous work, and superiors lacking social support to subordinates. While internal

factors include gender, age, self-esteem, and nature and personality.

(Mondy & Wayne, 2016) Explains that the compensation provided by the company can be seen using 2 aspects. The first is financial compensation, which is compensation paid by the company in the form of money to employees involved in the company. Financial compensation is divided into direct and indirect financial compensation. The second aspect is non-financial compensation, which is compensation that is not in the form of money but in the form of facilities provided by the company to employees.

Every individual who works by selling their energy to the company and then getting rewarded according to the rules and standards is called an employee. The amount of this reward is determined and recorded in advance, so that employees know exactly the amount of fee/compensation they will receive (Arifudin, 2019).

There needs to be more compensation for employees who have made a good contribution to the implementation of the organisational network. So that with compensation in accordance with the job will motivate employees to always do their best for the organisation (Arifin et al., 2019).

Currently, there are more and more retail companies in Indonesia, including in Sragen Regency there is Lestari Baru which provides the basic needs of the surrounding community. Lestari Baru is committed to providing the best service to consumers and a comfortable atmosphere.

Motivated by the concept of thought that has been described, the researcher wants to examine more deeply about job burnout and financial compensation on employee performance. This research problem can be formulated, how does job burnout and financial compensation affect employee performance. The purpose of this study was to determine and prove theoretically and empirically about: The Effect of Job Burnout and Financial Compensation on Employee Performance (Study on Lestari Baru).

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Employee Performance

According to (Yusnimar & Mahdani, 2015), employee performance affects the organisation's ability to succeed. Therefore, every company will strive to improve employee performance in achieving the stated organisational goals (Yusnimar & Mahdani, 2015). As for the opinion (Torang, 2013)

performance is the quality and amount of an individual's work or an organisational group to carry out basic tasks and also functions directed by predetermined standard operating procedures (Dharmayasa & Adnyani, 2020b).

Job burnout

Job burnout is a reflection of emotional exhaustion, psychological illness, depression, anger, lack of energy, body fatigue, increased alcoholism and drugs, pessimism, and lack of individual success (Gorji, 2011). Meanwhile, according to Setyawati (2010) in (Khustina & Laily, 2019) said that job burnout is a decrease in alertness or physical fatigue and memory for psychosocial in a certain period of time and tends to reduce achievement, motivation, and employee performance (Khustina & Laily, 2019).

Compensation

Sinambela (2018) in (Khustina & Laily, 2019) defines compensation as the entire value of gifts given to employees by the company in exchange for their services. Meanwhile, according to Handoko (2001) in (Yani et al., n.d.) says that compensation is the employee's perception of the form of reward for the results of work.

Hypothesis Development

The hypothesis aims to answer questions from a study that are expected to help the course of research. In the hypothesis, there are important things that must be considered, namely temporary conjectures, relationships between variables, and truth tests (Yam & Taufik, 2021). Based on the theory above, the following hypothesis can be drawn:

1. The effect of job burnout on employee performance

Based on research conducted by (Yosanti & Kasmita, 2020) and (Almaududi, 2019), there is a significant influence between burnout on employee performance. So that the following hypothesis is obtained:

H1: Job burnout (X1) has a significant influence on employee performance (Y).

2. The effect of financial compensation on employee performance

Based on research conducted by (Kusumawardani & Yuliani, 2016) and (Fredriksz, 2012), there is a significant influence between financial compensation on employee performance. So that the hypothesis is obtained as follows:

H2: Financial compensation (X2) has a significant influence on employee performance (Y).

Framework of Thought

According to the research design above, the following framework can be made:

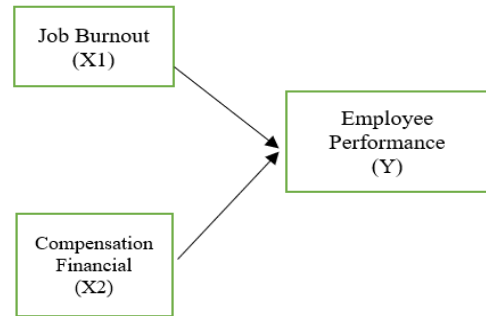


Figure 1. Framework of Thought

3. RESEARCH METHOD

Based on the analysis and research objectives, the type of research conducted by researchers is a quantitative method. Quantitative methods are research methods based on the philosophy of positivism in certain populations or samples that use statistical survey tools to collect research data. The method is in the form of numbers derived from the results of measuring the scale of the variables in the study (Sugiyono, 2013). This study aims to determine whether job burnout (X1) and financial compensation (X2) affect employee performance (Y).

The dependent variable in this study is employee performance. Independent variables (independent variables) are variables that affect the dependent variable either positively or negatively. That is, when the independent variable exists, the dependent variable also exists, and with each unit increase in the independent variable, there is an increase or decrease in the dependent variable. The independent variables in this study are Job Burnout and Financial Compensation.

In this study using primary data, namely data taken by researchers from respondents directly in the form of questionnaire answers, namely Lestari Baru Gemolong employees. The questionnaire contains statements related to the research variables.

Data collection in this study was through a questionnaire. The questionnaire is a data collection technique by submitting a list of questions to respondents. In the questionnaire there are questions about the respondent's identity and questions from the indicators of each research variable. The questions in the questionnaire used a

Likert scale, namely a scale of 1-5 to represent the respondent's opinion.

(Uma Sekaran, n.d.) says population is all groups of people, events, or interesting things that a researcher wants to study. Population becomes a generalisation area consisting of subjects or objects that have certain characteristics and have the same opportunity to become sample members. The population in this study were employees of Lestari Baru Gemolong. (Sugiyono, 2013) explains that the sample is part of the population and has certain characteristics. In this study the sample used was saturated sampling, namely all members of the population used to determine the sample. The sample taken was employees from Lestari Baru Gemolong with a total of 60 employees.

By using the SPSS data analysis programme, data was collected through questionnaires. Through the use of this programme, quantitative data analysis was conducted to determine whether the research findings were acceptable or not. In addition to using traditional assumption tests such as normality test, F test, and t test, the data analysis approach used in this research is data quality test, namely validity and reliability test.

4. DATA ANALYSIS AND DISCUSSION

A. Result

1. Validity Test

The validity test is a statistical test to determine the ability of question items to measure the variables under study. In this study using criterion related validity with Pearson Correlation Product Moment (PCPM). The results of the questionnaire validity test using the SPSS version 26 application are as follows:

Table 1. Job Burnout Validity Test Results

| Statement | R _{count} | R _{table} | Description |
|-----------|--------------------|--------------------|-------------|
| X1.1 | 0,707 | 0,254 | Valid |
| X1.2 | 0,614 | 0,254 | Valid |
| X1.3 | 0,595 | 0,254 | Valid |
| X1.4 | 0,614 | 0,254 | Valid |
| X1.5 | 0,672 | 0,254 | Valid |
| X1.6 | 0,572 | 0,254 | Valid |
| X1.7 | 0,557 | 0,254 | Valid |

Source: Primary data processing results, 2023

The results of the validity test on the burnout variable show the question items given to employee respondents with a value of $r_{count} > r_{table}$ (0.254) so it can be concluded that the statement item is valid.

Table 2. Financial Compensation Validity Test Results

| Statement | R _{count} | R _{table} | Description |
|-----------|--------------------|--------------------|-------------|
| X2.1 | 0,613 | 0,254 | Valid |
| X2.2 | 0,362 | 0,254 | Valid |
| X2.3 | 0,694 | 0,254 | Valid |
| X2.4 | 0,518 | 0,254 | Valid |
| X2.5 | 0,454 | 0,254 | Valid |
| X2.6 | 0,632 | 0,254 | Valid |
| X2.7 | 0,692 | 0,254 | Valid |

Source: Primary data processing results, 2023

The results of the validity test on the financial compensation variable show the statement items given to respondents with a value of $r_{count} > r_{table}$ (0.254) so it can be concluded that the statement items are valid.

Table 3. Employee Performance Validity Test Results

| Statement | R _{count} | R _{table} | Description |
|-----------|--------------------|--------------------|-------------|
| Y.1 | 0,644 | 0,254 | Valid |
| Y.2 | 0,638 | 0,254 | Valid |
| Y.3 | 0,583 | 0,254 | Valid |
| Y.4 | 0,606 | 0,254 | Valid |
| Y.5 | 0,679 | 0,254 | Valid |

Source: Primary data processing results, 2023

The validity of the statement can be concluded from the results of the validity test for employee performance measures, which show that the items given to respondents have a value of $r_{count} > r_{table}$ (0.254).

Reliability Test

Reliability testing between Job Burnout (X1) and Financial Compensation (X2) on Employee Performance (Y) is done by testing each variable with the following results:

Table 4. Reliability Test Results

| Variable | Cronbach's Alpha | Critical Value | Description |
|--------------------------------|------------------|----------------|-------------|
| Job Burnout | 0,726 | 0,60 | Reliable |
| Compensation | 0,648 | 0,60 | Reliable |
| Financial Employee Performance | 0,613 | 0,60 | Reliable |

Source: Primary data processing results, 2023

Based on Table 4, the reliability test results from 60 respondents show that the Cronbach's Alpha value of the Job Burnout variable (X1) is 0.726, Financial Compensation (X2) is 0.648, and Employee Performance (Y) is 0.613. So it can be concluded that all variables are reliable because

they have met the required value of Cronbach's Alpha > 0.6.

Classical Assumption Test

The classic assumption tests used in this study are normality test, multicollinerity test, and heteroscedacity test.

a) Normality Test

The normality test aims to test whether the data distribution in the data group or variable is normally distributed or not. The following are the results of the research normality test using the One Sample Kolmogorov-Sminrov Test:

Table 5. Normality Test Results

| Variable | Sig(2-tailed) | p-value | Description |
|--------------------------|---------------|---------|-------------|
| Undstada rdized residual | 0,200 | p>0,05 | Normal |

Source: Data processing results, 2023

The asymp.sig value of 0.200 > 0.05 is obtained from Table 5, so it can be concluded that the data is normally distributed.

b) Multicollinearity Test

The multicollinearity test aims to determine the existence of a linear relationship between the variables that explain (independent variables) in the regression model.

Table 6. Multicollinearity Test Results

| Variable | Tolerance | VIF | Decription |
|------------------------|-----------|-------|----------------------|
| Job Burnout | 0,987 | 1,013 | No multicollinearity |
| Compensation Financial | 0,987 | 1,013 | No multicollinearity |

Source: Data processing results, 2023

Based on Table 6, it can be seen that the tolerance value > 0.10 or VIF value < 10, so it can be concluded that in this study there is no multicollinearity problem.

c) Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether in the regression there is an inequality of variance from the residuals from one observation to another.

Table 7. Heteroscedasticity Test Results

| Variabel | P Value | Sig | Description |
|------------------------|---------|------|-------------------------|
| Job Burnout | 0,860 | 0,05 | Heteroscedasticity free |
| Compensation Financial | 0,510 | 0,05 | Heteroscedasticity free |

Source: Data processing results, 2023

Based on Table 7, the results of the heteroscedasticity test show that the P value is greater than the significance of 0.05 so that the Job Burnout and Financial Compensation variables are free of heteroscedasticity.

Multiple Linear Regression Analysis

The magnitude of the influence of Job Burnout (X1) and Financial Compensation (X2) on the dependent variable, Employee Performance (Y), was assessed using multiple linear regression analysis. Based on the results of the analysis, the regression equation is obtained:

$$Y = 36.679 + (-)0.273X_1 + (-)0.202X_2 + e$$

From the analysis of the regression equation above, the coefficient of each variable can be interpreted as follows:

- 1) The constant value is 36.679, indicating that if the Job Burnout (X₁) and Financial Compensation (X₂) variables are equal to zero, then Employee Performance (Y) is worth - 36.679.
- 2) The Job Burnout (X₁) regression coefficient is - 0.273 units, meaning that if the Job Burnout variable increases by 1 unit, then Employee Performance (Y) will decrease by -0.273 units.
- 3) The Financial Compensation (X₂) regression coefficient is -0.202 units, meaning that if the variable increases by 1 unit, then Employee Performance (Y) will decrease by -0.202 units.

Hypothesis Test

a) Coefficient of Determination (R²)

The coefficient of determination is used to measure how much the ability of all independent variables to explain the variance of the dependent variable. The following are the results of the coefficient of determination test:

Table 8. Test Results of the Coefficient of Determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0,449 | 0,202 | 0,174 | 1,647 |

Source: Data processing results, 2023

Based on Table 8, showing the magnitude of the R² value of 0.202, it can be concluded that the Job Burnout (X₁) and Financial Compensation (X₂) variables are able to explain the Employee Performance (Y) variable by 20.2% while the remaining 79.8 is explained by other factors.

b) F test

To determine the combined impact of all independent variables on the dependent variable, the F test was used. The findings of the F test are listed below:

Table 9. Model Robustness Test Results (F Test)

| F Value | Significant | Description |
|---------|-------------|------------------------------|
| 7,205 | 0,002 | Together they have an effect |

Source: Data processing results, 2023

Based on Table 9, the significance value of the effect of Job Burnout (X1) and Financial Compensation (X2) on Employee Performance (Y) is $0.002 < 0.05$ so it can be concluded that there is a simultaneous influence between Job Burnout (X1) and Financial Compensation (X2) on Employee Performance (Y).

c) T test

The t test is used to determine how the influence of each independent variable, namely Job Burnout (X1) and Financial Compensation (X2) on the dependent variable, namely Employee Performance (Y). The following are the results of the hypothesis test (t test):

Table 10. Hypothesis Test Results (t test)

| Model | Coefficient β | Std. Error | Beta | t | Sig. |
|------------------------|---------------------|------------|--------|--------|-------|
| Constant | 36,679 | 3,973 | | 9,231 | 0,000 |
| Job Burnout | -0,273 | 0,083 | -0,392 | -3,289 | 0,002 |
| Compensation Financial | -0,202 | 0,90 | -0,269 | -2,255 | 0,028 |

Source: Data processing results, 2023

Based on Table 10, the t-test results can be explained as follows:

- 1) The effect of job burnout on employee performance

The test results obtained t count of -3.289 with a significance level of 0.002. Because the significance level of 0.002 is smaller than 0.05, it can be concluded that job burnout has a significant effect on employee performance.

- 2) The effect of financial compensation on employee performance

The test results obtained t count of -2.255 with a significance level of 0.028. Because the level of significance is smaller than 0.05, it can be concluded that financial compensation has a significant effect on employee performance.

B. Discussion

Based on the results of research on the effect of Job Burnout (X1) and Financial Compensation (X2) on Employee Performance (Y) at Lestari Baru.

The Effect of Job Burnout on Employee Performance

The results showed that Job Burnout had a significant effect on Employee Performance. These results are proven by a significance value of 0.002 or < 0.05 where this figure is significant because the p value < 0.05 . The Job Burnout variable is worth -3.289 so that partially it has a negative and significant effect on employee performance.

Job Burnout is a state of physical or mental fatigue that can result in impaired performance. The higher the employee experiences job burnout, the employee's performance will decrease. To improve performance, it is hoped that employees will alternate in doing work and remain responsible for the work that has been given. The results of this study are in accordance with the research objectives and are supported by research conducted by (Minarsih, 2018) and (Amalia et al., 2018) which states that job burnout has a negative and significant effect on employee performance.

The Effect of Financial Compensation on Employee Performance

The results of the analysis obtained that Financial Compensation affects Employee Performance. This is evidenced by the significance value of 0.028 or < 0.05 , where this figure is significant because the p value < 0.05 . The Financial Compensation variable is worth -2.255 so that partially it has a significant effect on employee performance. Financial compensation is compensation paid by the company in the form of money or salary to the employee concerned. The company will compensate employees at certain times, such as when Eid employees get a holiday allowance and when working outside working hours will get a bonus.

From the test results obtained, there is a relationship between financial compensation and employee performance. The results of this study are in accordance with the research objectives and are supported by research conducted by (Shia, 2015) and (Fredriksz, 2012) which states that financial compensation has a significant effect on employee performance.

5. CONCLUSION

The results of this study explain the effect of job burnout and financial compensation on employee performance. The samples used in this study were employees at Lestari Baru Gemolong. The data that has been collected is then analysed using SPSS software, so that the following conclusions can be drawn:

1. The first analysis shows that job burnout has a significant effect on the performance of Lestari Baru employees, so the first hypothesis is accepted.
2. The second analysis shows that employee performance has a significant effect on the performance of Lestari Baru employees, so the second hypothesis is accepted.

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