

The Effect of Burnout on Employee's Performance: Perceived of Distributive Justice as Moderator

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Abstract. The purpose of this study is to empirically examine the effect of burnout on employee performance and the effect of distributional justice as a moderating variable of the relationship between burnout and performance. This study uses primary data obtained from distributing questionnaires via email to employees in the financeⁱ department. The results of this study indicate that there is a negative influence between burnout on employee performance. In addition, this study provides empirical evidence that fair distribution of justice can moderate burnout on performance. The study results provide practical implications that management should pay attention to the fair distribution of incentives as an indicator to improve employee performance.

Keywords: Burnout, Performance, Distributive Justice.

1 Introduction

Performance is one of the important components of a company. Many researchers in management accounting are interested in further research on the determinant factors and consequences of performance [1], [2]. One of the determinants of performance is psychology, both positive and negative emotions. One example of negative emotions, namely burnout, appears when someone feels there is a mismatch between what is obtained and what is expected so that this causes reduced concentration and the emergence of negative behavior that can result in a lack of dedication, commitment, and performance [3], [4]. It is strengthened by empirical evidence that *burnout* can damage the resources owned, including performance [5], [6]. Based on the antecedent factors of the determinants of *burnout*, namely the discrepancy between what is obtained and expected, this is very closely related to the theory of motivation, namely the theory of hope. This theory states that when the results obtained by a person are not as expected, it can affect performance. Based on this, the researcher was disturbed to further examine the relationship between the two variables by using the incentive distribution justice variable as a moderator.

The purpose of this study is to provide empirical evidence regarding the effect of distributive justice incentives as a moderator of the relationship between burnout variables and employee performance. This study will use motivation theory and COR theory to answer research questions. The results of the research testing are expected to have a good contribution in terms of theory, namely enriching

knowledge in the field of management control systems and practical contributions in the form of applying fair distribution of incentives. The research questions are as follows:

1. Does *burnout* have a negative effect on performance?
2. Can a fair distribution of incentives moderate the relationship between *burnout* and employee performance?

2 Literature Review

Performance is one of the important components in a company, one form of performance is employee performance. The performance will be said to be good when the performance is in line with organizational goals [1]–[3]. One indicator that affects employee performance is psychological factors, one of which is burnout. Leiter and Maslach first expressed the term burnout in 1988. This theory states that there are excessive negative feelings when dealing with other people. *Burnout* is a condition of a person who feels bored, tired, and emotionally like a burning building triggered by certain factors, such as the discrepancy between what is received and also what is expected. Based on the Conservative of Resources theory, a person will feel threatened with losing resources when faced with three things: the resource is threatened, for example, losing self-esteem, wasted, and the third is that something sacrificed does not produce anything [5], [7], [8]. Based on this, the proposed hypothesis is as follows:

Ha1: Burnout has a negative effect on employee performance.

Expectancy motivation theory explains that motivation will increase when the results obtained by someone are as expected. It implicitly explains that when someone has expended all the resources they have, but it turns out that the results obtained are not as expected, it can reduce a person's performance. This theory explains that there are external factors that can strengthen and weaken a person's performance. One of the external factors that affect a person's performance is incentives. When the control of results in providing incentives does not pay attention to the employees' resources, it can lead to burnout that affects performance. Previous research stated that fair distribution of justice could affect performance [2], [6], [9], [10]. Based on the theory and the results of prior research, the hypothesis that the researcher proposes is as follows:

Ha2: The relationship between burnout and performance will be weak when distributive justice is fair

3 Research Method

The type of research is a quantitative research type using survey methods. The data used are primary data obtained by distributing questionnaires digitally using email. The subject of this study is the financial department of the companies selected as samples. The population of this study is manufacturing companies located in Lampung, which were then determined using *the convenience*

method. The reason for using this technique is to make it easier to obtain data considering the pandemic situation so that not all companies are willing to be sampled.

The instrument used in this study is the adoption of researchers from various studies, including the following: *burnout* researchers adopted the questions developed by Maslach, Jackson, and Leiter (1996) using the dimensions of condition and energy. Distribution justice researchers used an instrument developed by Leventhal (1976) and Colquitt's (2001) using output and decision dimensions, while employee performance used an instrument designed from Van Scotter and Moowidlo's (1996) using the output and behavioral dimensions. The scale used in the question instrument is a Likert scale of 1 to 5. Hypothesis testing will be carried out using hierarchical regression. The following is the statistical equation in the analysis:

$$Y = a + 1X1 + e$$

$$Y = a + 1X1 + 2Z1 + \beta 3X1 * Z1 + e$$

Information:

Y = Employee performance

X1 = Burnout

Z1 = Distributive Justice

a = Coefficient

β = Regression coefficient

e = Error

4 Research Result and Discussion

This study used a survey method by distributing questionnaires using email. The number of questionnaires was distributed as many as 76 questionnaires but were returned as 61. According to the table that the questionnaires are returned as many as 61 questionnaires, but that can be processed only by 33 questionnaires with details as follows:

Table 1. Data that can be processed

No	Keterangan	
1.	Returned questionnaire	61
2.	Answers are incomplete	(10)
3.	Inconsistent answers	(18)
	Remaining	33

The demographic data of the respondents from this study are as follows:

Table 2. Demographic Data

No	KETERANGAN	JUMLAH	PERSENTASE
1.	Gender:		
	a. Male	20	60,6
	b. Female	13	39,4
	Total	33	100
2.	Age:		
	a. 20-30 Years	7	21,2
	b. 31-40 Years	16	48,5
	c. >40 Years	10	30,3
	Total	33	100
3.	Position:		
	a. Level Staf	30	90,9
	b. Level Supervisor	3	9,1
	Total	33	100
4.	Work Experience:		
	a. < 2 Years	2	6,1
	b. 2-5 Years	3	9,1
	c. 6-10 Years	10	30,3
	d. >10 Years	18	54,5
Total	33	100	
5.	Last Education:		
	a. SLTA / Sederajat	9	27,3
	b. D3	6	18,2
	c. S1	16	48,5
	d. S2	2	6,0
	Total	33	100

Based on these data, most respondents from the research are male with an educational background dominated by a bachelor's degree. I believe that the respondents can understand the questions in the questionnaire.

Hypothesis Testing Results Hypothesis

Testing was carried out using hierarchical regression analysis; namely, the test was carried out through a simple linear regression test and a moderation test. The following is a table of processing results:

Table 3. Simple Linier Test Result

Keterangan	B	t	Sig.
Burnout	-0,660	5,183	0,001

Source: processed data, 2021

Based on the statistical test results above, the beta coefficient of the variable is *burnout* 0.659 with a significance value of 0.001, which is below 0.05, so it can conclude that *burnout* affects employee

performance or, in other words, the first alternative hypothesis is supported. These results are in line with the results of previous studies that *burnout* can destroy its resources, one of which is performed if it is not processed properly [2], [4], [8], [11] and is also in line with COR theory.

Table 4. F test results with moderation distributive justice

Model	F	Signifikansi	Keterangan
Regresi	15,205	0,002	sinifikan

Source: data obtained 2021

Based on the F test results in the table that model *burnout*, distributive justice affects employee's performance. The interaction between *burnout* and distributive justice affects employee performance as moderating variables with a significant level of 0.002 below 0.05.

Table 5. Results of t-test with distributive justice moderation

Keterangan	Koef.beta	T hitung	Sig
<i>Burnout</i>	-2,673	2,896	0,004
Keadilan distribusi	1,165	1,831	0,040
<i>Burnout</i> * Keadilan distribusi	-0,612	2,477	0,017

Source: Data processed 2021

Based on Table 5, distributive justice can moderate the relationship between *burnout* and distributive justice, with a significance level of 0.017, which is smaller than 0.05. This result aligns with previous research, which states that fair distribution of justice can improve employee performance and vice versa [2], [6], [12].

5 Implication and Suggestion for Future Research

Burnout is a problem that often occurs in an organization. Saturation and pressure in the work environment will trigger a person to take actions that can destroy the resources they already have, as stated in *the conservation of resources theory*. The results of this study indicate that *burnout* can reduce a person's performance. However, this can be reduced when the fair distribution of justice moderates the relationship between the two. The research result implies that management should consider terms of equitable distribution of justice. Fairness can be one of the determining factors in improving employee performance.

Performance has a close relationship with psychology, but this variable only uses distributive justice as a moderator. Therefore, future research should include other psychological variables.

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