



Influence of compensation and burnout on performance at the Papua Province Central Statistics Agency

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ABSTRACT

Often organizations make compensation the only main variable in pursuing employee performance targets, but they forget about excessive workloads that cause burnout to employees. Our study aims to test and analyze the effect of compensation and burnout on employee performance at the Central Bureau of Statistics of Papua Province. The analysis used by the researcher is a multiple regression model analysis technique, namely, to predict how compensation and burnout affect employee performance at the Papua Province Central Statistics Agency, by connecting compensation variables (X1) and burnout (X2) to performance variables (Y). The research instrument was tested using Validity and Reliability Tests. This study found that compensation influenced performance, while Burnout was not proven to influence performance. From this study we have provided empirical findings in the use of burnout variables in influencing employee performance. These findings are interesting because research is still rarely conducted in Papua, and this is the first-time research has been conducted with the Burnout variable in the BPS work unit of Papua Province.

Keywords: Performance, Compensation, Burnout, Papua Province, Central Statistics Agency

1. INTRODUCTION

Every State Civil Apparatus (ASN) is required to be able to perform well. Therefore, government organizations will always monitor the performance of ASN in their environment. Monitoring ASN performance needs to be done to ensure that organizational goals are achieved. So that performance management needs to be implemented properly in every agency. There is a need for clarity in giving awards to diligent employees versus mediocre employees. Awards also need to be given to employees who do more workloads compared to employees who do ordinary workloads. Rewards have a positive and significant effect on performance with self-efficiency and the importance of rewards playing a moderate role (Massoudie, 2020). Based on the description above, the researcher found something interesting at the Papua Province Central Statistics Agency office. This phenomenon can be seen from the results of the evaluation of the implementation of SAKIP work units of the Central Statistics Agency of the Republic of Indonesia (BPS RI) and BPS Provinces throughout Indonesia in 2020, BPS RI obtained a score of 76.49, up from the previous score of 75.90. However, the increase in SAKIP is not in line with the results of work units at BPS Provinces throughout Indonesia which actually decreased to

70.45 from 71.83 in 2019. This decrease was also experienced by BPS Papua Province whose assessment results in 2020 were 58.54 whereas in 2019 it was 64.11. In addition to experiencing a decrease, by obtaining a score of 58.54, the BPS Papua Province work unit has also not achieved the set target of 65.00. From the phenomenon of not achieving the SAKIP target, the researcher then investigated the cause of the failure to achieve the performance target. Then, the researcher conducted observations and interviewed several BPS Papua Province employees. From the results of the observations and interviews, the researcher obtained the cause of the failure to achieve the performance target was due to the increase in workload and the implementation of a new system, namely Work From Home (WFH) so that this caused fatigue; in addition, the compensation received did not increase with the additional workload. In addition, there is no significant difference in compensation received between employees at work units with high workloads and employees at work units with normal workloads.

Several research results have shown that performance is influenced by compensation and burnout. Such as a study that found that performance is related to fatigue with employee commitment mediating the relationship between performance and fatigue (Prentice & Thaichon, 2019)

The results of (Wardani & Akbar, 2022) study showed that there

were 5 factors that played a role in the implementation of SAKIP in BPS work units in districts/cities in Papua, namely regulations, Human Resources (HR) capabilities, management commitment, management motivation, and organizational environment. Thus, the decline and failure to achieve the SAKIP target value was partly due to the high workload of employees with a small number of employees. (BPS, 2021) The high workload that is not balanced by an adequate number of HR at BPS Papua Province is one of the causes of employee fatigue, both physically and mentally.

In addition, the results during the researcher's observations showed that there were other factors that caused fatigue. Another factor is the tendency to increase the workload due to Covid-19 which has an impact on the work system that adopts the Work From Home (WFH) system. This WFH work system makes employees stressed, this is because during WFH employees have difficulty separating their office work and personal lives. The difficulty in separating office work and personal life is what makes them feel that their working hours exceed what they should. Therefore, this WFH work system causes physical and mental fatigue in employees or is termed Burnout. WFH triggers burnout, this is in line with research (Soliha & Atmaja, 2022) which states that WFH workers are reported to have 25% higher stress levels compared to office workers (WFO). Another study also found that the threat of Covid-19 increases anxiety and fatigue among employees who are WFH, resulting in low work engagement (Khan, 2021).

Several previous research results show the effect of compensation on performance with varying results. There are studies that find that compensation has an effect on performance such as in (Hidayat, 2021) and (Garaika, 2020). Conversely, there are also studies that do not find an effect of compensation on performance such as in (Rinny, Purba, & Handiman, 2020). In addition, previous studies related to the effect of burnout on performance also obtained different results, burnout affects performance (Maulidah, Wibowo, & Widiastuti, 2022); (Almaududi, 2019). The study also found that performance is related to fatigue (Prentice & Thaichon, 2019). With the differences in the results of this study, there is still a research gap on this topic that needs to be studied. The gaps in several previous studies indicate that there is still an opportunity to explore the causes of performance fluctuations. Compensation and burnout factors are factors that need to be studied further, especially in the case of the BPS Papua Province work unit, which shows several facts that still need to be explored in empirical research. Research related to burnout is also still rarely conducted on ASN in Papua and this is the first research related to burnout conducted at the BPS of Papua Province.

2. LITERATURE REVIEW

2.1 Performance

Performance is the actual work achievement or achievement achieved by a person (Daryanto & Suryanto, 2019). Performance is the implementation of the plan that has been prepared (Wibowo, 2012). How an organization values and treats its human resources will affect their attitudes and behavior in

carrying out performance. Studies have found that performance is influenced by compensation (Hidayat, 2021) and (Garaika, 2020). Studies have also found that burnout affects performance (Maulidah, Wibowo, & Widiastuti, 2022).

According to (Wirawan, 2009) Performance can be measured by the quantity of work results, quality of work results, efficiency, accuracy, leadership, honesty and creativity. Meanwhile, according to (Wibowo, 2012) performance is assessed from Productivity, quality, punctuality, cycle time, utilization of resources and costs. Therefore, performance can at least be measured from the Quantity of Work Results, Quality of Work Results, Efficiency, Accuracy, Honesty and Creativity Indicators.

2.2 Compensation

According to (Kadarisman, 2016) compensation is a function of human resource management (HRM) that relates to every type of reward received by individuals in return for carrying out organizational tasks. Compensation is a counter-performance to the use of energy or services that have been provided by the workforce. Compensation can be financial or non-financial. The results of the study found that rewards including compensation, rewards, balance between personal and work life, recognition of performance, opportunities and career development, are important for human resource retention (Turnea & Prodan, 2020). Other studies have also found that compensation is comparable to the energy, thoughts and time that employees sacrifice so that it can cause performance to be less than optimal (Yulius & Yulius, 2019).

2.3 Burnout

Burnout is a state of mind accompanied by symptoms that include feeling unwell; emotional, physical and mental exhaustion; and lack of enthusiasm for work and even life in general (Almaududi, 2019). Other studies have found that burnout has a significant negative impact on performance (Agustin & Agustin, 2022).

2.4 Relationship between variables

Compensation affects employee performance, making employees feel more active and enthusiastic, which can ultimately improve company performance (Zaqiyah, Istiqomah, Fadillah, Mardianto, & Putra, 2023). Burnout is boredom at work that causes physical and mental fatigue, and this results in depersonalization and can reduce work performance (Sara, 2021).

The theoretical basis of this research is based on the existence of gaps in previous research results. In several studies, the results of the study showed that compensation affects performance (Garaika, 2020) but there are also research results that compensation does not affect performance (Rinny, Purba, & Handiman, 2020). Likewise, burnout research shows that Burnout affects performance (Hafizh & Hariastuti, 2021) but there are also studies that show that burnout does not affect performance (Adnyaswari & Adnyani, 2017).

3. METHOD

3.1 Data Analysis

In this study, the data analysis method used is the multiple linear

regression method. Before looking at the results of the regression analysis, it is necessary to ensure that all assumptions are met. These assumptions are the normality test, the Multicollinearity test and the Heteroscedasticity test.

3.2 Sample

The sampling method is nonprobability sampling, namely by using the saturated sampling method, namely making all members of the population as samples. Data collection was carried out in March 2023, researchers received responses from 66 employees (89.19% of the target respondents). The characteristics of the respondents are very interesting because they are represented by various generation groups, namely the majority are between 25 and 34 years old (n = 39) people, the majority are women (n = 39) people, the majority occupy group III (n = 55 people), the majority have worked for between 6 and 15 years (n = 43 people). The researcher said that these respondents are interesting because the characteristics of these respondents are similar to the characteristics of Civil Servants (PNS) Nationally (BKN, 2023).

3.3 Research Hypothesis

A hypothesis is essentially a temporary answer to a research problem based on a research model, theory chart, theoretical framework, or at least based on generalization or if you do not find a concept as a strong basis, based on relevant research results (Putrawan, 2017). Thus, the research hypothesis is as follows:

Hypothesis 1

H0: Compensation Does Not Affect Employee Performance

H1: Compensation Affects Employee Performance

Hypothesis 2

H0: Burnout Does Not Affect Employee Performance

H1: Burnout Affects Employee Performance

4. RESULT

The results of the data normality test show that the sample has a normal distribution. A good regression model is a model that has a normal or near-normal sample distribution (Santoso, 2004). The distribution of data in this study can be seen in the following dependent and independent data distribution plot results:

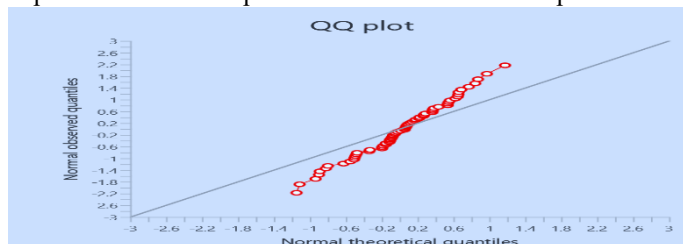


Figure 1. QQ Plot

For the Multicollinearity Test, the study used the Variance Inflation Factor (VIF) value. With the VIF value for both variables less than 10, the researcher concluded that there was no Multicollinearity. The results of the Multicollinearity test are shown below:

Table 1 : Multicollinearity

Variables	VIF
Compensatio	1.197
Burnout	1.197

Heteroscedasticity Test to detect the presence or absence of Heteroscedasticity by looking at the t value and its significance value. If the P value > 0.05 then the data does not experience heteroscedasticity. The test results can be seen below:

Table 2. Heteroscedacity Tes

Test	Test Statistic	df	p-value
Breusch–Pagan Test	3.400	2	0.183

Based on the P value of 0.183 > 0.05, it means that the data in this study did not experience heteroscedasticity because the test result value was greater than 0.05. With these assumptions fulfilled, regression analysis can be used in this study. For the multiple linear regression equations set (Sugiyono, 2016) are as follows:

$$Y = a + b1X1 + b2X2 + \epsilon$$

Description:

Y = Dependent variable

a = Constant / Y value, if X1 and X2= 0

X1 = Independent variable value

X2 = Independent variable value

b1 = Amount of change in Y value in units, if there is a change in Compensation (X1) in one unit, while X2 is Constant

b2 = Amount of change in Y value in units, if there is a change in Burnout (X2) in one unit, while X1 is Constant.

ϵ = Error Term

After processing the data, the results of the regression calculations can be seen in the following tables:

Table 3. Unstandardized Coefficients

Variable	Performance (Kinerja)
Burnout	-0.133
Compensation	0.164
Intercept	3.351

Table 4. Standardized Coefficients

Variable	Performance (Kinerja)
Burnout	-0.161
Compensation	0.241
Intercept	0.000

Table 5. Summary

Item	Value
Regression Sum of Squares	2.646
Regression df	2
Regression Mean Square	1.323
F-Statistic	4.118
p-value (Regression)	0.000
Error Sum of Squares	20.237
Error df	63
Error Mean Square	0.321
Total Sum of Squares	22.882
Total df	65
Metric	Value
Unstandardized Coefficient	-0.133
Standardized Coefficient	-0.161
Standard Error (SE)	0.107
t-value	1.242
p-value	0.218
95% CI (Lower Bound - 2.5%)	-0.247
95% CI (Upper Bound - 97.5%)	0.061
Metric	Value
Unstandardized Coefficient	0.164
Standardized Coefficient	0.241
Standard Error (SE)	0.088
t-value	1.860
p-value	0.067
95% CI (Lower Bound - 2.5%)	-0.012
95% CI (Upper Bound - 97.5%)	0.340
Metric	Value
Unstandardized Coefficient	3.351
Standardized Coefficient	0.000
Standard Error (SE)	0.481
t-value	8.010
p-value	0.000
95% CI (Lower Bound - 2.5%)	2.891
95% CI (Upper Bound - 97.5%)	4.812

Table 6. Regression

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t-value	Sig. (p-value)
Constant	3.851	0.481	0.000	8.010	0.000
Burnout	-0.133	0.107	-0.161	1.242	0.218

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t-value	Sig. (p-value)
Compensation	0.164	0.088	0.241	1.860	0.067

In table 6 above, a positive value is obtained, and by using the t-test, the p-value of the compensation variable is 0.067. So, with a confidence level of 90% or taking a significance level of 10% (0.1), the compensation variable is proven to have a significant positive effect on performance. In other words, the higher the compensation, the higher the employee performance. While for the burnout variable, a negative coefficient is obtained but the p-value is 0.218. So, this study shows that burnout and performance are opposites, but there is not enough evidence to support it.

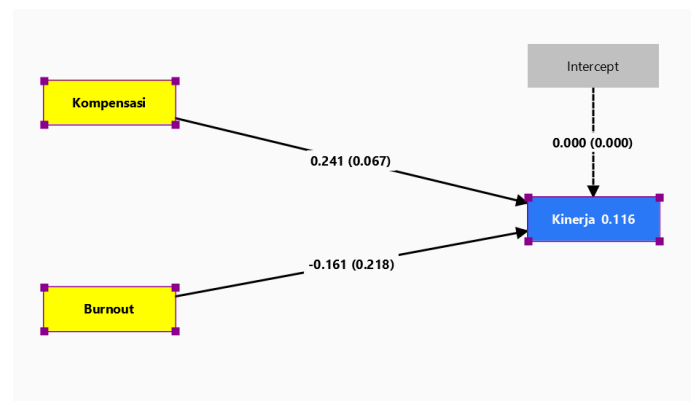


Figure 2. Research Result

5. DISCUSSION

Based on hypothesis testing we found that:

5.1 Influence of compensation on performance

With a confidence level of 90% or taking a significance level of 10% (0.1), Thus H0 is rejected and H1 is accepted, meaning that Compensation has a positive and significant effect on employee performance.

Thus, one way to improve performance at the central statistical agency for Papua province is to increase compensation.

5.2 Influence of Burnout on performance

With a confidence level of 90% or taking a significance level of 10% (0.1), Thus H0 is accepted and H1 is rejected, meaning that Burnout has a negative but insignificant effect on employee performance. From these results, one way to improve the performance of the Papua Province Central Statistics Agency is to reduce burnout.

6. CONCLUSION

Based on the results of the regression analysis, it can be concluded

that Burnout has a negative but insignificant effect on employee performance. Meanwhile, compensation has a positive and significant effect on employee performance. The results of this study are in line with the results of research conducted by (Garaika, 2020) and (Adnyaswari & Adnyani, 2017). With these results, this study concludes that when employees feel that the compensation given to them is appropriate, these employees will improve their performance. Likewise, from burnout, namely when the feeling of physical fatigue from the workload decreases, employee performance will increase.

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