

Job Burnout and Competence Effects on Performance Mediated by Work Motivation: A Study at DPMPTSP DIY

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Abstract

This study examines the effect of job burnout, and employee competence improvement on employee performance of the Dinas Penanaman Modal & Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) through motivation as a mediating variable. This study uses a quantitative method with a census technique. Data were collected through questionnaires to 70 DPMPTSP DIY employees. Data analysis was carried out using SmartPLS 4.0 Software. The results of the study indicate that job burnout has a significant negative effect on employee performance, employee competence has a significant positive effect on employee performance. Job burnout also has a significant negative effect on performance through work motivation, and employee competence has a significant positive effect on employee performance through work motivation at the Dinas Penanaman Modal & Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta.

Keywords: job burnout, employee competence, employee performance, work motivation.

Introduction

Human resources are an asset of an organization. Without human resources, the organization will not progress and develop as planned. Human resources are a key factor that must be considered because they will determine the success of the implementation of organizational activities. The existence of human resources cannot be separated from their performance results (Hernandes & Ribhan, 2024). Performance is the total value of employee contributions to an organization through their behavior over a certain period of time (Fauzi, 2019). Employee performance is also the ability of employees, where employees can carry out work tasks so that the work results achieved are in accordance with the targets and authorities and responsibilities assigned to them in accordance with the rules and work guidelines that have been previously agreed upon (Robbins & Judge, 2023). In order to improve employee performance, organizations must be able to demand work that is carried out well in each of its fields. Continuous work and excessive demands can often lead to fatigue at work or better known as job burnout. Job burnout is defined as a condition of extreme physical, emotional, and mental exhaustion caused by prolonged stress in the workplace (Robbins & Judge, 2023). In addition to job burnout, employee performance can also be influenced by increasing employee competence. Employee competence can be defined as a combination of knowledge,

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skills, attitudes, and attributes needed by a person to carry out their job duties more effectively in an organization (Robbins & Judge, 2023).

The Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) is an office that has the task of assisting the government in implementing regional government in the field of investment and one-stop integrated services, as well as organizing administrative services in the field of licensing. Initial observations at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) showed a decline in employee performance which was marked by the performance of employees who were relatively and decreased with some communities. DPMPTSP DIY employees are required to carry out various competency development programs, such as training, education, courses, webinars and seminars. DPMPTSP DIY employees always participate in various employee competency improvement programs. Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) annually conducts training to improve employee competency according to the fields and interests of each employee. According to one of the DPMPTSP DIY employees, often due to the demands of dense work, employees have a fairly high level of job burnout. From the following description, the author conducted a study to determine the effect of work fatigue, employee competence and motivation on employee performance.

Literature Review

Employee performance is the total value of an employee's contribution to an organization through their behavior over a period of time. An important component of employee performance is task performance, or how well an employee can complete a specific task that is part of their job or their responsibility to the organization that employs them. All of these types of performance relate to the core tasks and responsibilities of a job within an organization. Performance is also often directly related to the functions listed in a formal job description within an organization (Robbins & Judge, 2024).

According to Government Regulation Number 30 of 2019, employee performance is the work results achieved by each employee in an organization/unit in accordance with the SKP (Employee Performance Targets) and Work Behavior. To find out the results of the employee's work achievements, a performance assessment is needed which is carried out periodically. Employee performance assessment aims to ensure objectivity in coaching from employees based on the achievement system and also the career system in the organization (Government Regulation Number 30 of 2019).

Job burnout is defined as a state of extreme physical, emotional, and mental exhaustion resulting from prolonged stress at work. This can occur when individuals feel overwhelmed by a high workload, excessive demands, and lack of support or control over their work. Job burnout itself can lead to decreased work motivation, and most often is decreased performance. Job burnout often causes feelings of apathy, as well as an inability to cope with challenges at work. Burnout is often accompanied by feelings of deep exhaustion, emotional tension, and helplessness felt by employees and inhibits the individual's ability to work effectively (Robbins & Judge, 2023).

Job burnout can also be said to be a form of continuous, repeated stress or a relatively excessive workload on a job that reduces the results of the work. In 2019, the World Health Organization (WHO) recognized job burnout as a legitimate work

phenomenon that can have a negative impact on workers' well-being in the workplace. WHO also agrees that job burnout is the result of chronic stress in the workplace that is not managed properly by the organization (Maslach & Leiter, 2022).

The State Civil Apparatus Job Competency Standards, hereinafter referred to as the ASN Competency Standards, are a description of the knowledge, skills and behaviors required by a State Civil Apparatus in carrying out job duties. In employee competencies, there are three core competencies that an employee must have, namely technical competency, managerial competency, and social structural competency. These competencies are useful for improving employee performance and adding value to government employees (Permenpan RB No. 38 of 2017).

Employee competency can also be defined as a combination of knowledge, skills, attitudes, and attributes required by an individual to carry out their work duties more effectively within an organization. Employee competency is also considered very important in improving individual performance and can support the achievement of organizational goals even better (Robbins & Judge, 2023).

Work motivation is a process that determines the intensity, direction, and persistence of employees in achieving a goal. General motivation is related to the effort to achieve any goal. The level of work motivation can vary over time and can also be a significant individual difference. In other words, motivation can take the form of a personality trait and a temporary state (Robbins & Judge, 2023).

There are many theories of motivation that are often encountered. The most famous motivation theory is Abraham Maslow's hierarchy of needs, which hypothesizes that in every human being there is a hierarchy of five needs that must be met by humans. The five original needs are physiological, safety, social attachment, esteem, and self-actualization. Maslow defines motivation as a drive or force within a person that drives them to fulfill certain needs. He argues that human motivation is hierarchical, meaning that a person will tend to prioritize fulfilling lower needs first before trying to fulfill higher needs. (Robbins & Judge, 2023).

Hypothesis

H1: Job burnout has a significant negative effect on employee performance.

H2: Employee competence has a significant positive effect on employee performance.

H3: Job burnout has a significant negative effect on employee performance through motivation.

H4: Employee competence has a significant positive effect on employee performance through motivation.

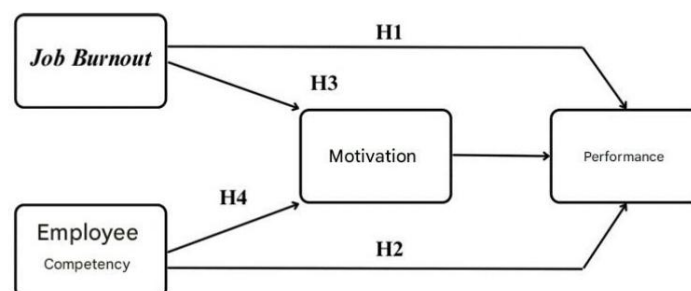


Figure 1. Research Model

Methods

Sampling and Procedures

This study used the census or total sampling method. A census is an approach used to obtain information from each element in a population, without selecting part of the population (as in sampling). Census research is conducted when researchers want to collect data comprehensively and accurately from the entire relevant population. (Sekaran, 2017). Research conducted on a population below 100 should be conducted by census, so that all members of the population are sampled as subjects studied or as respondents providing information. In this study, researchers distributed 70 questionnaires to all employees at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY).

Measures

Employee Performance is the work results achieved by each employee in the organization/unit in accordance with the SKP (Employee Performance Targets) and work behavior (Peraturan Pemerintah Nomor 30 Tahun 2019). Indicators used here are work targets and work behavior.

Job burnout is defined as a psychological syndrome in the form of emotional exhaustion, depersonalization and reduced personal achievement (Mashlach & Leiter). Performance Targets) and work behavior (Peraturan Pemerintah Nomor 30 Tahun 2019). Indicators used here are emotional exhaustion, depersonalization, and personal accomplishment.

Employee competence based on State Civil Apparatus Job Competence Standards hereinafter referred to as ASN Competence Standards are descriptions of the knowledge, skills and behaviors required by a State Civil Apparatus in carrying out job duties (Permenpan RB No 38 Tahun 2017). Indicators used here are technical competence, managerial competence, and socio-cultural competence.

Data Analysis

SmartPLS is used to analyze the effect of product quality and electronic word of mouth (eWOM) on repurchase intention among Uniqlo customers through customer satisfaction as a mediating variable. The analysis was conducted in two stages:

Outer Model Analysis

Ghozali & Latan (2020) describe the outer model as a tool for assessing construct validity and reliability. This includes:

- ☑ **Convergent Validity:** Measured through standardized loading factors and Average Variance Extracted (AVE). Valid values are > 0.7 for loading factors and > 0.5 for AVE.
- ☑ **Discriminant Validity:** Ensures that correlations between constructs and indicators are stronger than correlations with other constructs.
- ☑ **Composite Reliability:** Assesses construct reliability, with values > 0.7 indicating high reliability.

- ☑ Cronbach's Alpha: A further measure of reliability, with acceptable values > 0.7 .
- ☑ AVE: Must be at least 0.5 to be acceptable.

Inner Model Analysis

The inner model, also known as the structural model, predicts relationships between latent variables. Once the outer model meets the required validity and reliability criteria, the inner model is evaluated through:

- ☑ Model Fit: Assessed using the NFI, with values closer to 1 indicating a good fit.
- ☑ R-Square: Measures how much variance in the dependent variable is explained by independent variables. Values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak explanatory power, respectively.
- ☑ Q-Square: Predictive relevance; values > 0 indicate good predictive relevance, while values < 0 suggest poor prediction.

Hypothesis Testing

The inner model, also known as the structural model, predicts relationships. Hypothesis testing assesses the direct impact of independent variables on related dependent variables. According to Ghazali & Latan (2020), this involves comparing T-statistics to critical T-table values (e.g., 1.96 for $p\text{-value} = 0.05$). If the T-statistic exceeds the T-table value, the independent variable has a significant effect on the dependent variable. The key criteria for hypothesis testing include:

- ☑ Path Coefficient: Shows the hypothesized relationship between constructs, with values close to +1 indicating strong positive relationships.
- ☑ T-Statistic: A T-statistic higher than the T-table value indicates a significant relationship. P-Value: If $p\text{-value} < 0.05$, the result is significant; if $p\text{-value} > 0.05$, the result is not significant.

Result and Discussion

Result

H1: Job burnout has a significant negative effect on employee performance

Based on the table above, the following information can be seen, (X1) Job Burnout - > (Y) Employee Performance has an Original Sample (O) value of -0.193 and P Values 0.040 smaller than 0.05. Based on these values, it can be seen that there is a significant negative effect, so H1 is supported. The test results show that the higher the job burnout, the more significant the negative effect on employee performance.

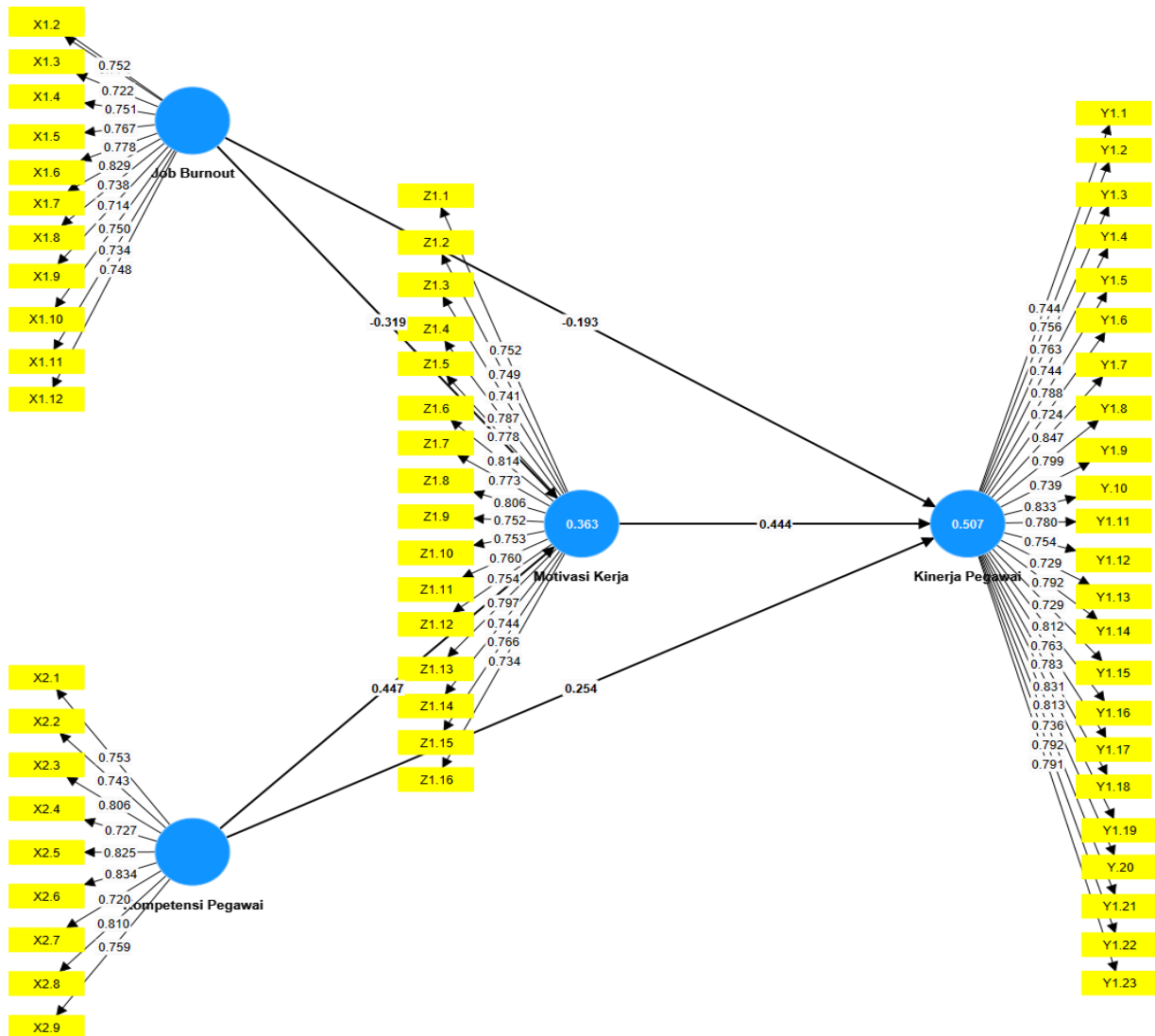


Figure 2. Direct Effect

H2: Employee competence has a significant positive effect on employee performance

Based on the table above (X2) Competence -> (Y) Employee Performance has an Original Sample (O) value of 0.254 and P Values 0.029 smaller than 0.05. Based on these values, it can be seen that there is a significant positive effect, so H2 is supported. The test results show that the higher the employee's competence, the more significant the positive effect on improving employee performance.

H3: Job burnout has a significant negative effect on employee performance through motivation

Based on the table above, it is known that (X1) Job Burnout -> (Z) Motivation -

> (Y) Employee Performance has an Original Sample (O) value of -0.141 and P Values of 0.017, which is smaller than 0.05. Based on these values, it can be seen that there is a significant negative effect, so H3 is supported. The test results show that the higher the job burnout, the more significant the negative effect on employee performance through motivation.

H4: Employee competence has a significant positive effect on employee performance through motivation

Based on the table above, it is known that (X2) Competence -> (Z) Motivation ->

(Y) Employee Performance has an Original Sample (O) value of 0.199 and P Values of 0.020, which is smaller than 0.05. Based on these values, it can be seen that there is a significant positive effect, so H4 is supported. The test results show that the higher the employee's competence, the more significant the positive effect on improving employee performance through motivation.

Discussion

The Effect of Job Burnout (X1) on Employee Performance (Y)

Based on the results of the hypothesis testing in the table, it shows that job burnout has a significant negative effect on the performance of DPMPTSP DIY employees. This study shows that DPMPTSP DIY employees have a high level of job burnout, with the results of the study on each indicator falling into the high category. The value of high job burnout can affect employee performance. This is also evidenced by DPMPTSP DIY employees who have high job burnout tend to be lazy in providing services to the community. They also become slow in carrying out their duties, especially for employees in the public service and licensing administration sections. They also lack initiative related to existing tasks due to the workload they bear being too heavy so that job burnout occurs. The existence of job burnout in DPMPTSP DIY employees makes employees reluctant to carry out their duties according to their functions because they feel tired of the burden of tasks given to them by their leaders.

The Influence of Employee Competence (X2) on Employee Performance (Y)

Based on the results of hypothesis testing in the table, it shows that employee competence has a significant positive effect on the performance of employees of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY). This study shows that DPMPTSP DIY employees who have high competence have an impact on increasing high employee performance, with the results of the study on each indicator falling into the high category. The value of this high employee competence can affect employee performance. This is also evidenced by DPMPTSP DIY employees who have high competence tend to be able to carry out their performance well.

The Influence of Job Burnout on Employee Performance Through Motivation (X1 to Y through Z)

Based on the results of hypothesis testing in the table, it shows that job burnout has a significant negative effect on the performance of DPMPTSP DIY employees through motivation. This study shows that DPMPTSP DIY employees have a high level of job burnout so that the level of motivation decreases and decreases performance, with the results of the study on each indicator falling into the high category. The high value of job burnout can affect employee performance through motivation. This is also proven by DPMPTSP DIY employees who have a decreased sense of ownership of tasks and lose focus on long-term goals. In addition, DPMPTSP DIY employees also experience a loss of focus on the long-term goals of the organization, therefore job

burnout can have a significant negative effect on performance through decreased work motivation.

The Effect of Competence on Employee Performance Through Motivation (X1 to Y through Z)

Based on the results of hypothesis testing in the table, it shows that employee competence has a significant positive effect on the performance of DPMPTSP DIY employees through motivation. This study shows that DPMPTSP DIY employees have a high level of job burnout, with the results of research on each indicator falling into the high category. The high value of job burnout can affect employee performance. This is also proven by DPMPTSP DIY employees who have a high level of self-confidence, employees always carry out their duties well because of the self-confidence that arises from the competent employee competencies they have, employees feel capable and confident in their skills, and they are more likely to take the initiative, and act proactively. Employees can face challenges with high enthusiasm and motivation because they are confident that with the abilities they have they are able to complete their tasks and improve their performance.

Conclusion

Based on the results of research and discussion on the influence of job burnout and increasing employee competence on employee performance through motivation as a mediating variable at the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta conducted by researchers, it can be concluded as follows:

- ☑ Job burnout has a significant negative effect on the performance of employees of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY).
- ☑ Employee competence has a significant positive effect on the performance of employees of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY).
- ☑ Job burnout has a significant negative effect on the performance of employees of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY).

4. Employee competence has a significant positive effect on the performance of employees of the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta through work motivation.

Limitation

Based on the results of this study, researchers are limited to only two independent variables, namely job burnout and employee competence. Therefore, the author suggests that further researchers can add or use other variables that may have an influence on performance either independently, mediation, or moderation, because there are still other variables that have an influence outside the variables used in this study. In addition, the object used in this study is the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY). which

has a small number of employees. Therefore, further researchers are expected to be able to develop this research object so as to produce comprehensive research.

For further research, researchers are expected to be able to dig deeper into the phenomena that exist in the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY). Further researchers can add other significant negative variables which can then be used as research results to solve the problems that exist in the Investment and One-Stop Integrated Service Office of the Special Region of Yogyakarta.

Management Implication

Based on the results of this study, job burnout has a high influence on the performance of Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY). The Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) needs to take various appropriate steps to reduce employee job burnout which will impact their performance.

The Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) . Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY), can also implement a more balanced workload management by regulating the workload so that it is not excessive and remains within the limits of employee capabilities and helps employees to be able to set work priorities and delegate tasks properly.

Based on research, increasing employee competence can improve employee performance. The Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) must be able to carry out employee competence improvement activities as well as possible. Employee competence improvement can be done through training and development (Training and Development). Training programs are carried out periodically by providing training that is in accordance with employee needs and industrial developments. This can include technical or soft skills training, such as leadership, communication, or time management. In addition to training and development, organizations can implement mentoring and coaching well. Mentoring programs can be carried out for new employees by implementing a mentoring program where more experienced employees guide new employees in adjusting to the work environment and improving their skills. Coaching programs for career development can be carried out by providing coaching sessions to help employees identify strengths and areas that need to be developed, and plan their career paths.

Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Daerah Istimewa Yogyakarta (DPMPTSP DIY) must be able to provide the right motivation to employees so that they are able to improve their performance even better.

Motivation can be done through giving awards and recognition. Bonuses, incentives, or salary increases given based on performance achievements can motivate employees to work harder and better. Leaders can also create a work environment that is more supportive of employees so that they can improve their performance. A conducive, mutually supportive, and stress-free work environment can help employees feel comfortable and focused on their work. Providing flexibility in working

hours or the possibility of working from home can increase employee comfort and their motivation to work better.

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