

# THE EFFECT OF TRANSACTIONAL LEADERSHIP AND BURNOUT ON EMPLOYEE PERFORMANCE

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**Abstract:** Companies or industries, both those engaged in production and services, are places where many people make a living to meet their personal or family needs. Then, the company is a second home for the employees who work in it. Companies must be able to accommodate their employees to feel comfortable at work, regardless of the company's primary goal in seeking benefits, namely trying to maintain employee performance at optimal or even maximum work levels on an ongoing basis. Conditional authority depends on the rule of trading awards among pioneers and subordinates where pioneers anticipate prizes as high subordinate execution, while subordinates expect endlessly remunerates financially from pioneers. The trade interaction can distinguish what should be finished by the authority to meet the normal outcomes, for example, better spending quality, better deals or administration from representatives, and diminished creation costs. The conditional initiative style emphatically affects worker execution on the grounds that a pioneer should have the option to persuade his subordinates to appropriately complete their obligations and commitments. However, if employees are forced to work under pressure, there will be a condition or phase where the employee experiences burnout.

**Keyword:** Influence; Transactional Leadership; Burnout: Employee Performance

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## INTRODUCTION

Companies or industries, both those engaged in production and services, are places where many people make a living to meet their personal or family needs. It can be said that the company is a second home for the employees who work in it (Suryani, 2022). Companies must be able to accommodate their employees to feel comfortable at work, regardless of the company's main goal in seeking benefits, namely trying to maintain employee performance at optimal or even maximum work levels on an ongoing basis.

Employee performance is the amount of effort expended by individuals in devoting a certain amount of energy to their work (Ferinia et al., 2018). In contrast to what was stated by (Supatmi et al., 2013) who based the concept of performance on two aspects, namely employee performance (per individual) and organizational performance. Execution is supposed to be an outcome (yield) of a specific cycle did by all parts of the association against specific sources utilized (input). While (Hamzeh et al., 2015) utilizes "work execution" as opposed to "execution" and states that work execution is a record of results or results (results) coming about because of a specific work capability or certain exercises inside a specific period.

Employee performance is behavior, results, and organizational effectiveness. Behavior refers to activities in individual work behavior reflected in the responsibility and self-discipline of the employee. The success of an organization will depend on the employees who work in the organization which is reflected in the performance produced by that employee. It

means a low sense of responsibility and discipline for an employee.

(Asyari, 2020), states that exhibition is the degree of accomplishment of results on the execution of specific errands to understand the accomplishment of results to accomplish organization objectives. Performance is very important to be owned by employees because, with good performance or work results, goals are achieved well too. But behind that, the performance achieved must be as expected. Whether performance is good or not can be measured through performance appraisal.

According to (Kartomo & Slameto, 2016), that performance appraisal is a process carried out by the company in evaluating one's job performance. If done right then employees, their supervisors, the human resources department, and the company will ultimately benefit from the assurance that the efforts of individual employees can contribute to the company's strategic focus. Performance appraisal includes the dimensions of employee performance. Many things can be used as a benchmark to see whether an employee has good performance or not. But the benchmark must be significant, relevant, and comprehensive. To achieve high performance, some factors can stimulate the emergence of performance by these expectations. Many things influence a person to produce good work.

Human resource management is intended so that a company can unite perceptions or points of view between employees and leaders to achieve organizational goals as well as good coordination in work by a leader to his

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subordinates so that in turn can improve the work performance of his employees. Pioneers in their authority need to ponder and show the administration style that will be applied to their representatives (Utomo et al., 2022). Administration style is the standard of conduct utilized by somebody when that individual attempts to impact the way of behaving of others (Hamzeh et al., 2015).

More specifically, dividing leadership styles into transformational and transactional leadership styles (Arifudin, 2020). Conditional authority depends on the standard of trading compensations among pioneers and subordinates where pioneers anticipate prizes as high subordinate execution, while subordinates expect endlessly remunerates monetarily from pioneers. This exchange cycle can perceive what ought to be done by the organization to meet the typical results, for instance, better spending quality, more ideal arrangements or organization from laborers, and reduced creation costs. The value-based initiative style decidedly affects worker execution on the grounds that a pioneer should have the option to persuade his subordinates so they can do their obligations and commitments appropriately (Wahyuni et al., 2021). Meanwhile, the transactional leadership style harms employee performance because this leadership style prioritizes oversight of employee mistakes (Noviani, 2017).

The presence of norms set by the organization connected with guidelines, work cutoff times, compensation (monetary), the climate and, surprisingly, consistently expected to have fixation and

state of being which is dependably prime adversely affects representatives. The adverse consequence should be visible from the decrease in representative execution since it gets a high stressor so it can possibly commit infringement in the work environment, on the off chance that the weight on people happens ceaselessly and can't be settled it will set off burnout.

Burnout is defined as a condition in which an individual experiences physical exhaustion, cynicism (depersonalization), mental exhaustion, reduced ability to solve problems (reduced personal accomplishment), and emotional exhaustion (emotional exhaustion) that occurs because stress is suffered over a long period in a stressful situation. Demands high emotional involvement, burnout is also not a disease but the result of a reaction as a result of unrealistic expectations and goals in changing situations (Wardani & Amalia, 2021).

In this study, researchers used measurements of employee performance based on (Asep, 2021) namely; quality, quantity, timing, effectiveness, independence, and commitment. The indicators of transactional leadership include contingent reward; Active exception management (active management by exception); and Laissez-faire or passive avoidant. Meanwhile, burnout indicators are: Physical exhaustion; Emotional exhaustion; Attitudinal and mental fatigue; Low self-esteem; and, Depersonalization

In view of the exploration foundation, the definition of the issue that should be replied in this review is to test whether conditional initiative

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fundamentally affects worker execution, and does burnout essentially affect representative execution.

### Library Review

Execution is the way far the undertaking/position is completed /performed by an individual or association (Hasan et al., 2022). In seeing execution in light of how much an individual or association does. Execution is a consequence of work that is concrete, detectable, and quantifiable. So execution is the consequence of work accomplished by individuals in doing errands in view of a foreordained size and time (Irawan & Suryani, 2018). Simamora further emphasized that to identify the performance of members can be seen from the following indicators (Simamora, 2015):

1. Compliance with all rules that have been set in the company.
2. Can carry out tasks without error (with the lowest error rate).
3. Accuracy in carrying out their duties.

Subjective and quantitative measures that demonstrate the degree of accomplishment of a put forth target or objective are something that can be determined and utilized as a reason for evaluating or seeing that exhibition consistently in organizations and people keeps on expanding by the plans that have been set. Bernardin set forward six elements of execution, specifically:

1. Quality is connected with cycles or results that are close to consummate in gathering goals.
2. Amount connected with the unit sum or amount created.
3. Courses of events connected with the time expected to finish exercises or

produce items.

4. Cost-adequacy is connected with the degree of purpose of authoritative assets used to acquire results or lessen consumption from hierarchical assets.
5. Need for oversight is connected with the singular's capacity to finish work without administration help or administrative intercession.
6. Relational effect is connected with the capacity of people to increment confidence, generosity, and collaboration among individual laborers.

(Rizal, 2020) proposes esteem based power which is described as drive that incorporates an exchange connection that causes subordinates to get rewards and helps their subordinates with recognizing how could be met the typical results like better spending quality, more arrangements or organization from delegates, and diminish creation costs. Helping subordinates with perceiving how the trailblazer ought to convey subordinates to thoughtfulness regarding the self-thought and certainty of their subordinates. The worth based approach uses achieving targets as a framework.

A trailblazer who uses a contingent organization style helps his delegates in growing work motivation to achieve the ideal results in two ways, the first is that a trailblazer sees how subordinates ought to achieve organized results after that the trailblazer makes sense of the gig of his subordinates then, subordinates will feel specific themselves in accomplishing the work that requires their work. The second is for the trailblazer to make sense of how tending to the prerequisites of

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subordinates will think twice about dispensing responsibilities to achieve agreed results.

Burnout is physical, mental, and profound fatigue that happens because of stress languished over quite a while, in circumstances that request high close to home contribution (Norton et al., 2015). Bernardin portrays burnout as a condition that mirrors a profound response in people who work in the field of mankind (human help) or work intimately with the local area.

### MATERIALS AND METHODS

In fulfilling the purpose of the research, namely to test whether Talent Management affects Employee Performance, this research is included in the type of explanatory research. The technique of collecting data and information itself is in the form of field research. The data obtained will be analyzed using the SPSS 21 application.

(Johar, 2013) stated that the population is a collection of all possible people, objects, and other sizes that are objects of concern or a collection of all objects of concern. In this study the focus on respondents totaling 42 respondents.

The example is important for the populace or part of the number and qualities of the populace. (Holis et al., 2022) expressed that the example is essential for the number and qualities moved by the populace. To determine the number of samples, the authors use the Slovin formula in (Umar, 2013), which determines the number of samples needed for a population as follows:

$$n = N$$

$$1 + N e^2$$

Information:

n = number of sample members

N = number of members of the population

e = percentage error rate of the sampling acceptable, in this study determined 5% (0.05)

So with a known number of population (respondents), then:

$$n = 42$$

$$1 + 42 (5\%)^2$$

$$n = 42$$

$$1.105$$

$$n = 38.00 \text{ sample/person.}$$

The hypothesis in this study is as follows:

H<sub>0</sub>: It is suspected that Transactional Leadership has a positive and significant influence on Employee Performance.

H<sub>a</sub>: It is suspected that Transactional Leadership does not have a positive and significant influence on Employee Performance.

H<sub>0</sub>: Burnout is suspected to have a positive and significant effect on employee performance.

H<sub>a</sub>: It is suspected that Burnout does not have a positive and significant effect on Employee Performance.

### RESULTS AND DISCUSSION

#### Research Result

Authority is one of the fundamental factors that help authoritative progress in accomplishing objectives. Numerous specialists attempt to characterize administration. Leadership can be defined as the process of influencing an organized group to achieve a common goal. Human

resource management is intended so that a company can unite perceptions or perspectives between employees and leaders to achieve organizational goals as well as good coordination in work by a leader to his subordinates so that in turn can improve the work performance of his employees.

### Validity Test.

The purpose of this test is to find out whether the measurement tools that

have been compiled have validity or not. Operational validity or not. Operationally validity can be defined as whether the questionnaire reveals the level of validity (validity) of the population and research.

Validity test decision-making:

- If the value of  $r_{count} > r_{table}$ , then the question item is valid.
- If the value of  $r_{count} < r_{table}$ , then the question item is invalid (fails).

**Table 1. Validity Test**

No	Variable dan Item	R	R Count	Information
<i>Transactional Leadership</i>				
	X1.1	0,2404	0,689	Valid
	X1.2	0,2404	0,849	Valid
	X1.3	0,2404	0,860	Valid
<i>Burnout</i>				
	X2.1	0,2404	0,310	Valid
	X2.2	0,2404	0,487	Valid
	X2.3	0,2404	0,381	Valid
	X2.4	0,2404	0,402	Valid
	X2.5	0,2404	0,400	Valid
Performance				
	Y1.1	0,2404	1,000	Valid
	Y1.2	0,2404	0,827	Valid
	Y1.3	0,2404	0,737	Valid
	Y 1.4	0,2404	0,310	Valid
	Y 1.5	0,2404	0,487	Valid
	Y 1.6	0,2404	0,381	Valid

The aftereffects of the legitimacy test for all factors in this review demonstrate that the worth of  $r_{count} > r_{table}$  is 0.2404. It shows that the inquiries on all the examination factors are substantial.

### Reliability Test

This test is conducted to determine the extent to which a variable or construct is said to be reliable (appropriate) used for research (Ghozali, 2018). The outcome is a file that demonstrates the way that far an estimating gadget can be relied upon or depended on. Dependability test

navigation:

- If a variable has a reliability value (Cronbach's Alpha) > 0.6 it is said to be reliable

- If a variable has a reliability value (Cronbach's Alpha) > 0.6 it is said to be unreliable.

**Table 2. Validity Test**

No	Variable	Cronbach alpha	Information
1	Transactional Leadership	0,858	Reliable
2	Burnout	0.704	Reliable
3	Performance	0,793	Reliable

The variables in this study based on the reliability test showed a Cronbach alpha value above 0.60 could be concluded that

everything was reliable.

**Hypothesis test**

**Table 2. Hypothesis Test**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	T	Sig.
Transactional Leadership --> Performance	0.357	0.304	0.261	4.351	.000
Burnout --> Performance	0.248	0.220	0.316	5.100	.000

**Hypothesis Testing 1**

The consequences of testing the impact of Conditional Initiative on Representative Execution got an importance worth of 0.000 <0.05, so it was gotten that Speculation 1 was acknowledged. This implies that Value-based Initiative essentially affects the degree of worker execution.

Based on the explanation of the questionnaire filled out by the respondents/employees, all sub-heads generally stated that employees were able to work independently in carrying out their work due to a clear work schedule and SOP

(Standard Operational Procedure) regarding matters

regarding what to do every day Based on observations, it can also be seen that employee performance is largely determined by work schedules and SOPs (Standard Operational Procedures) that already exist and are clear and the type of work performed by employees is constant (same every day), so this is the reason why the transactional leadership style influences significant effect on employee performance. From the statement above, the researcher found that the factor that caused the partially significant influence

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between the independent variable transactional leadership style (X1) on the dependent variable employee performance (Y) was the existence of output variables. Employee performance itself is not only influenced by leadership style but can also be influenced by various factors, such as compensation/salary received, potential ability (IQ), education, work relations, work facilities, and other factors that the authors did not examine in this study. This.

### **Hypothesis Testing 2**

The consequences of testing the impact of Burnout on execution got an importance worth of  $0.000 < 0.05$ , so it was acquired that Speculation 2 was acknowledged. It implies that Burnout essentially affects the degree of worker execution.

Burnout is indeed very easy to feel by all employees who tend to do routine and the same jobs that annually take place so that employees think that the work being done is less challenging or less meaningful. Burnout may be caused by several factors such as situational factors and individual factors. However, the effect of burnout generally only occurs in new employees with minimal work experience. It is what causes the effect of burnout that is not significant on employee performance. This statement is by the results of research conducted by previous studies which found that individuals who can manage their careers well or with a positive attitude will bring these individuals to succeed in improving their careers so that these individuals will not experience prolonged stress and will reduce levels of burnout.

### **CONCLUSION**

Considering the outcomes of data assessment, hypothesis testing, and discussion, it tends to be presumed that there is a huge connection between the impact of Value-based Authority on representative execution, and there is a massive impact of Burnout. The program improves the performance of employees who have good quality when paying attention to an effective approach to motivate employees through an innovative reward approach, because motivation has several objectives including encouraging employee passion and enthusiasm, expanding representative assurance and occupation fulfillment, expanding worker work efficiency, keeping up with the reliability and solidness of the organization's workers, expanding discipline and decreasing the degree of truancy from workers, smoothing out representative enrollment, making a climate and great working relations, expanding imagination, and worker cooperation in exercises. The researcher implies that it is expected that employees should further improve their attitude towards career development so that the goals of these employees can be achieved and they do not experience burnout. It is hoped that the leadership of the company will be input to create programs in which the program can help employees have a positive attitude toward career development.

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