

## THE EFFECT OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE WITH THE BURNOUT PHASE IN IBM STUDENT UNION

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JEE

11,1

Received, February '23

Revised, February '23

Accepted, March '23

**Abstract:** One of the main factors in the success of an organization is leadership style. Leaders must always think about what style will be used to lead their organization so that organizational goals can be achieved with effective and efficient work patterns, and do not cause fatigue or what is commonly called burnout to every member who is a member of the organization. In this study, burnout acts as a moderator variable between leadership style and organizational performance. The purpose of this study was to determine the effect of leadership on organizational performance with burnout as a moderator at the IBM Student Union Organization, Ciputra University. Respondents from this study were all 41 members of the IBM Student Union of Ciputra University for the 2020/2021 period with the saturated sample method. The method used in this study uses the Partial Least Square (PLS) analysis method using SmartPLS software. The results of this study indicate that leadership affects organizational performance at the IBM Student Union for the 2020/2021 period and burnout does not moderate the relationship between leadership and organizational performance at the IBM Student Union for the 2020/2021 period.

**Keywords:** leadership, burnout, organizational performance

### INTRODUCTION

Ciputra University or commonly abbreviated as UC is one of the private higher education institutions located in Surabaya. UC has a vision to be a university that creates world-class entrepreneurs who have character and can have an impact on the country. One of the main goals of UC is to form an entrepreneurial mind-set for its students which is applied in every study program. To support these activities, UC provides various facilities, one of which is the Student Union (SU) organization. SU or Student Association (HIMA) is a student organization at the study program level. The purpose of this organization is to improve the competence of Ciputra students in their

non-academic fields. According to Effendy and Sutanto (2021), similar to other universities in general, Ciputra University also has a Student Union which aims to implement the university's function and strategy.

In carrying out its function as an organization at the study program level, SU IBM has a tight schedule from fundraising to implementing work programs, all of which must be done independently, and creatively accompanied by the Covid-19 pandemic in 2020 so that the IBM Student union had to change the conventional work model to online. This creates confusion among IBM student union students because students have a short time to change the work model with targets and work programs that are still the same from the previous year. This

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causes burnout where students still have to focus on studies as students and also business projects as an obligation for Ciputra University students.

The burnout phase according to Rahmawati et al. (2020) is a form of fatigue due to a person's activities too often based on high dedication and commitment. Another thing that causes them to be active for too long is the need and desire as two things that can cause pressure to make a greater contribution to the organization. Burnout itself often has a negative effect because it hampers the pace of individual performance which has an impact on IBM's internal student organization. The burnout phase can also have a positive effect because high pressure can train a work mentality and create a new mind-set that produces a new innovation for IBM student organization.

To overcome the burnout phase that occurs in the organization and supported by the Covid-19 pandemic which can increase the occurrence of burnout, a competent leader is needed to be able to maintain performance and achieve organizational goals effectively and efficiently. Leadership according to Rahmawati et al. (2020) is the ability to influence a group in

achieving a goal. Organizational performance itself according to (Effendy & Sutanto, 2021) focuses on the overall effectiveness of organizational activities for every need entrusted to each group and relationships with systematic efforts and the ability to improve organizational performance on a regular basis in order to achieve goals and vision on a regular basis periodically in effective and efficient ways.

The results of the pre-survey in Figure 1 explained that from the 38 respondents who filled out, 44.7% or 17 respondents had experienced the burnout phase. Almost 50% of the total respondents felt the burnout phase while carrying out their duties and responsibilities as a student union member. It is interesting to examine whether the burnout phase in the IBM student union 2020-2021 period is a positive or negative aspect.

Previous research conducted by Teo et al. (2021) aims to determine the effect of human resource commitment, and psychological capital on autonomy and job demands in order to predict the burnout phase in employees who work and serve in the food service business. This research was conducted with a quantitative approach using an online survey of 257

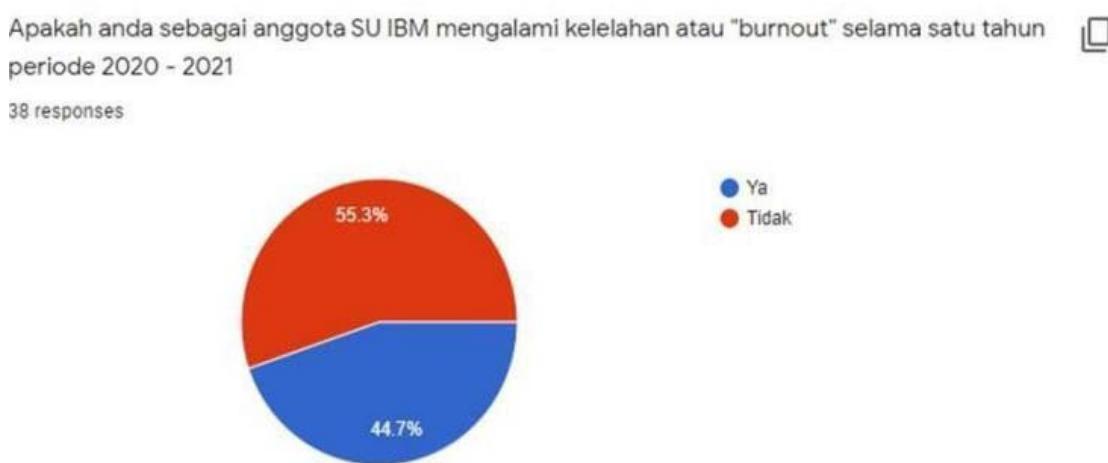


Figure 1 Pre-Survey on the Burnout Phenomenon that Affected the IBM Student Union during the 2020/2021 Period

people in Australia and working in the food service sector. The survey results were then analyzed using IBM AMOS ver25 to analyze confirmatory factors (CFA) and check the convergent and discriminant validity of the latent variables to be able to test the hypothesis. The result of this study is that there is support for the mediating effect of HCHRM on the burnout phase, through two sequential mediators namely job autonomy and job demands. PsyCap was found to buffer (moderate) the effect of job demands on fatigue. Frontline employees also perceive HCHRM as a “negative signal” implemented for the good of the management.

The second study conducted by Rahmawati et al. (2020) aims to determine the effect of burnout and work discipline with leadership as a mediating variable on employee performance. This research was conducted at PT Sri Indah Labetama Kab. Boyolali with a quantitative approach using a saturated sample technique with a total of 56 respondents. The sample results were then analyzed using a statistical program, namely SPSS (Statistical Product and Service Solutions) version 23.0 with data analysis methods namely validity test, reliability test, classical assumption test (normality test, multicollinearity test, heteroscedasticity test), multiple linear regression analysis, verification analysis (t test, coefficient of determination), and path analysis method. From the result, the burnout phase is partially positive and give an insignificant effect on leadership, work discipline is partially positive and give a significant effect on leadership, the burnout phase is partially negative and give a significant effect on employee performance, work discipline is partially negative and give a significant effect on employee performance, the leadership variable partially has a positive and significant effect on employee performance, the burnout phase has an indirect effect on em-

ployee performance through leadership as mediation, and the last one is work discipline has an indirect effect on employee performance through leadership as mediation.

The third study conducted by Hayati and Fitria (2018) aims to determine the effect of burnout on employee performance at BMT El - Munawar Medan which is considered less than optimal in performance due to work ability. This research was conducted at BMT El-Munawar Medan with an associative approach with a tendency for quantitative methods to use non-probability sampling techniques. The number of respondents are 15 people. The sample results were then analyzed by data analysis methods, namely classical assumption test (normality test, heteroscedasticity test, autocorrelation test), simple linear regression, partial test (t test), and determination test as hypothesis testing. The result of this research is that burnout has an effect on employee performance.

The fourth research conducted by Arifiani and Putri (2021) aims to find out about the conflicts experienced by workers in facing the demands of work and family, namely work family conflict. This research was conducted using a quantitative approach with explanatory research and non-probability sampling techniques with 100 respondents. The results of the questionnaire were analyzed using path analysis with the SmartPLS 3 program. The results of this study are that work family conflict does not affect OCB, work family conflict affects organizational commitment, organizational commitment has no effect on OCB; and organizational commitment mediates the effect of work family conflict on OCB.

The fifth study conducted by Pramesty et al. (2020) aims to examine the effect of leadership and organizational commitment on organizational citizen behavior (OCB) and work per-

formance of PNS fostered by sports coaches in the Bali Provincial Government. . This research was conducted by collecting questionnaires on the population in this study, namely all PNS who were appointed as sports coaches in the Bali Provincial Government, amounting to 32 people. The results of the questionnaire were analyzed using the Structural Equation Modeling (SEM) method. The results of this study indicate that leadership has a positive and significant effect on OCB.

The results of the mediation test show that OCB is able to mediate positively and significantly does not have a direct influence on leadership performance. The path coefficient proves that leadership has a greater direct effect on work performance than the indirect influence of leadership on work performance through OCB. For the formation of better human resources for sports coaches, the government must be able to provide a forum for channelling talent and employee competencies with the aim of regenerating and being able to improve national sports achievements.

The sixth study conducted by Asrunputri et al. (2020) aims to determine the impact of leadership style, organizational culture, and organizational climate on OCB with employee job satisfaction as a mediating variable. This study uses a quantitative descriptive method with 212

respondents who work as employees of the marketing department at PT EVI. The results of the questionnaire were analyzed using the statistical method of Structural Equation Modeling (SEM) using the LISREL program. The results of this study are that leadership style has an influence on OCB.

The seventh study conducted by Effendy and Sutanto (2021) aims to determine the effect of the entrepreneurial environment on organizational performance with intrapreneurial competency as a mediation at the IBM Student Union, Ciputra University. This study uses a qualitative approach using the saturated sample method with a total of 47 respondents who are members of the IBM Student Union, Ciputra University. The data obtained were then analyzed using Partial Least Square (PLS) with a mediation test in the component-based Structural Equation Model (SEM). The results of this study indicate that the organizational environment affects intrapreneurial competency, the organizational environment affects organizational performance, and intrapreneurial competency affects organizational performance and partially mediates the relationship between the entrepreneurial environment and organizational performance. This research aims to determine the influence of leadership on individual performance with burnout as a moderating variable as shown in Figure 2.

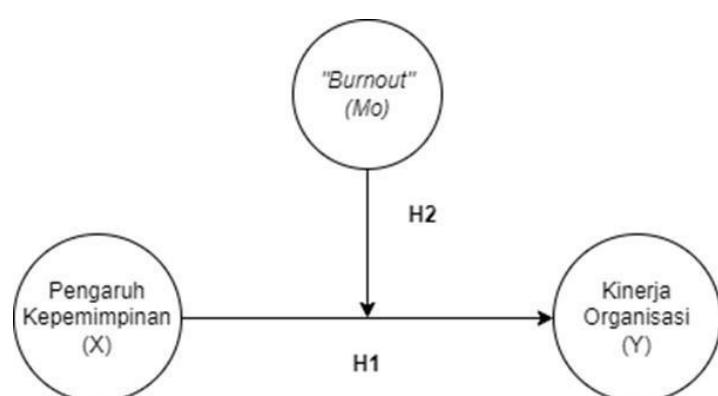


Figure 2 Analysis Model

## Population

The population of this research is Ciputra University students who are members of a student organization, namely SU IBM. The criteria for these students are active members of SU IBM for the 2020–2021 period.

## METHOD

The measurement scale in this study uses a six-point Likert scale which is included in the questionnaire questions. The six-point Likert in-

cludes (1) strongly disagree, (2) disagree, (3) quite disagree, (4) quite agree, (5) agree and (6) strongly agree. The questionnaire given contains a set of questions based on indicators about the variables studied and has been adjusted to the circumstances of Ciputra University students who are members of the student organization at the IBM SU study program level.

This study consists of two independent variables (independent), namely leadership, "burnout" as a moderating variable, and one dependent variable namely organizational performance. The following is Table 1.

Table 1 Operational Definitions

Variable	Conceptual Definition	Indicator	Operational Definitions
Leadership style	According to Kartono (2007) leadership is the ability to exert a constructive influence on others to carry out a cooperative effort and achieve the planned goals.	1. Directive Leadership 2. Supportive Leadership 3. Partisipative Leadership 4. Achievement Oriented Leadership	1. The leader direct the team member to the goals of the organization correctly. 2. The leader has a friendly attitude and shows concern for the team member. 3. The leader often hold deliberation before making a decision. 4. The leader often sets challenging targets to meet.
Burnout	In Hayati and Fitria, (2018) it is said that "burnout" is when a person experiences physical, mental, and emotional exhaustion due to situations. That require excessive emotional involvement and in the long term.	1. Physical exhaustion 2. Emotional exhaustion 3. Mental exhaustion 4. Low self- esteem 5. Depersonalization	1. I experience helplessness at work due to fatigue with the work I do. 2. I experience powerlessness to control my emotions when I am in a work situation. 3. I experience helplessness in dealing with work situations due to pressure at work. 4. I am never satisfied with my own work. 5. I tend to isolate myself from other team member.
Organizational performance	Organizational performance (Fitria, 2018) is the result of achievement by someone at a certain time period in the organization carried out in accordance with the duties and responsibilities that aim to achieve the target of an organization.	1. Productivity 2. Service quality 3. Responsivity 4. Responsibility 5. Accountability	1. I can complete all my tasks in SU IBM effectively. 2. I can complete all my tasks in SU IBM efficiently. 3. I can serve IBM students well. 4. I quickly respond to the tasks given to me. 5. I can accept responsibility for the tasks assigned to me. 6. I can be responsible for the tasks assigned to me.

In Table 2, it can be seen that this study has one characteristic, namely based on the department followed at the IBM Student Union for the 2020-2021 period. There are seven departments with different numbers of members in each department who are respondents in this study. The first is the Head of Department with five members (13.51%), the second is the Creative Organizer department with six members (16.21%), the third is the Entrepreneurship department with six members (16.21%), the fourth is the Human Development Department with five members (13.51%), the fifth is the Public Relations Department with five members (13.51%), which is the Design, IT, and Documentation department with seven members. people (18.91%), and the last one is the Mentoring department with three people (8.10%).

Validity is the main criterion in scientific research. Validity comes from English, namely validity, meaning the accuracy of the measuring instrument in the measurement function. The measuring instrument used as a reference must be related to the research objectives. Validity test data processing using PLS-SEM through SmartPLS software can be presented into 3 types, namely Loading Factor, Average Variance Extracted (AVE) and Cross Loading. Convergent validity test, declared valid if the value of outer loading  $> 0.7$  and the value of Average Variance Extracted (AVE)  $> 0.5$ . In the dis-

crimant validity test, it will be said to be valid if the AVE of each variable is  $> R^2$  and the cross loading value is  $> 0.7$ .

Reliability is an index that states how much a measurement tool can be trusted and relied on (Mantilia, 2019). The aim is to find out whether the indicators used for each variable are good constructs or not for a study. Processing reliability test data using PLS-SEM through SmartPLS software can use two methods, namely Cronbach's Alpha, which is to measure the lower limit of the reliability value and Composite Reliability, which is to measure the real value of reliability. This test has a rule of thumb where the alpha value must be  $> 0.7$

The moderating effect test aims to determine the effect of moderation on the relationship between the independent variable and the dependent variable. The results of hypothesis testing are divided into direct effects which state the relationship between two variables when not including moderating variables and simple effects which state the relationship between two variables by including moderating variables that have standardized AVE values.

According to Abdillah and Jogyanto (2015), the moderating effect test serves to test the effect of the relationship between the dependent and independent variables, where the relationship to the main effect must be significant. If the results are significant, then the next test

Table 2 The Character of Respondents Source

Department	Frequency	Percentage
Head of Department	5	13.52%
Department 1	6	16.22%
Department 2	6	16.22%
Department 3	5	13.52%
Department 4	5	13.51%
Department 5	7	18.91%
Department 6	3	8.10%
Total	37	100%

Table 3 Outer Loading

	Burnout	Leadership Effects	Organizational Performance	Moderating Effect
Leadership*Burnout				0.852
Mo1.2	0.778			
Mo1.3	0.759			
Mo1.4	0.842			
Mo1.5	0.947			
X1.1		0.928		
X1.2		0.859		
X1.3		0.857		
X1.4		0.803		
Y1.1			0.872	
Y1.2			0.923	
Y1.3			0.832	
Y1.4			0.917	
Y1.5			0.910	
Y1.6			0.897	

can be carried out, namely simultaneous testing to determine the effect of the dependent variable and the moderating variable can affect the independent variable. Here are the test criteria:

- If the relationship between variables X and Y is not significant ( $t$ -statistic  $< 1.96$ ) in the research model using a moderator variable, then the variable M does not moderate the relationship between variables X and Y
- If the value of  $t$ -statistic between variables X and M, and the value of  $t$ -statistic M to Y  $> 1.96$ , then variable M does not moderate the relationship between variables X and Y.
- If the relationship between variables X and Y is significant ( $t$ -statistic  $> 1.96$ ), then the variable M has a moderating role in the relationship between variables X and Y.

## RESULT

### Outcome Test Model

Convergent validity test, declared valid if the value of outer loading  $> 0.7$  and the value of Average Variance Extracted (AVE)  $0.5$ . In the discriminant validity test, it will be said to be valid if the AVE of each variable is  $> R^2$  and the cross loading value is  $> 0.7$ .

Table 3 shows that all indicators have met the requirements of the outer loading value, which is  $> 0.7$

Table 4 shows that the AVE value in the evaluation of the last model of the research model improvement has an Average Variance Extracted (AVE) value of  $> 0.5$ .

Table 4 Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Burnout	0.895	1.611	0.901	0.697
Leadership Effects	0.891	0.945	0.921	0.745
Organizational Performance	0.948	0.949	0.959	0.796
Moderating Effect	1.000	1.000	1.000	1.000

In the discriminant validity test, it will be said to be valid if the cross loading value is  $> 0.7$ . From the Figure above shows that all indicators have the highest value on each latent variable compared to other latent variables. For example, the leadership has the highest cross loading (Table 3) value in the leadership table compared to the burnout, and organizational performance.

Table 4 shows that each variable has Cronbach's Alpha and composite reliability above 0.7 which indicates that the variables from this study are reliable and can be used as measuring tools or for analysis.

R-Square value is 0.424. It means that organizational performance is influenced by the leadership variable by 42.4% and 57.6% which is influenced by other variables not in this study.

Table 5 shows that the t-statistical test of the burnout on the organizational performance variable has a value below 1.96, and the leadership variable on the organizational performance variable has a value above 1.96 (see Figure 3). This means that:

- Variable Influence of organizational performance on the IBM Student Union for the 2020/2021 period

Table 5 T-Statistic Test and Moderating Effect

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Burnout > Organizational Performance	0.895	1.611	0.901	0.344
Leadership Effects	0.891	0.945	0.921	0.001
Moderating Effect	0.948	0.949	0.959	0.322

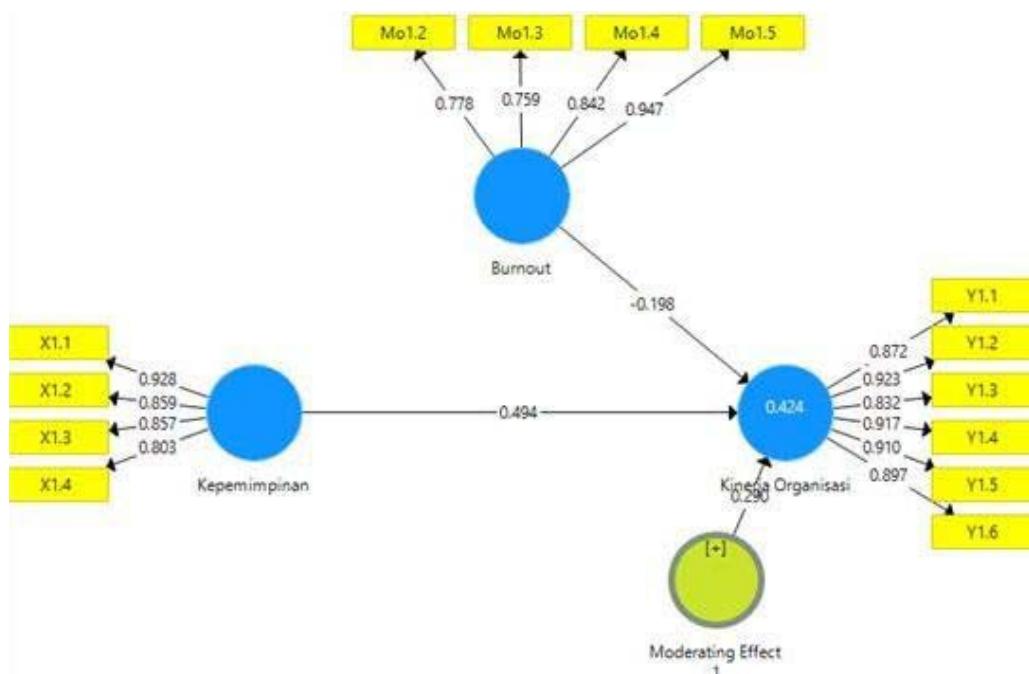


Figure 3 Empirical Model

- Burnout does not moderate the relationship between leadership and organizational performance at the IBM Student Union for the 2020/2021 period, if it affects, the resulting effect tends to be negative because the value is small.

## DISCUSSION

The results of the research data processing prove that the leadership has a large effect on organizational performance at the IBM Student Union organization for the 2020/2021 period. This is evidenced by the t-statistic value of 3.486, which means it is significant because the t-statistic value is  $> 1.96$ . This is also supported by previous research conducted by Asrunputri et al. (2020) who found that leadership style has a significant influence on job satisfaction, and in this case job satisfaction can be with organizational performance because of an increase in job satisfaction, the higher the work effectiveness in an organization. This work effectiveness is also supported by previous research conducted by Pasolong (2013) which says that organizational performance refers to the overall effectiveness of organizational activities for each need that is delegated to each group regarding business - systematic effort and the ability to continuously improve organizational performance in order to achieve the goals and vision effectively and efficiently. This shows that the delegation carried out by the leader is very influential on the performance of the organization.

The results of the research data processing prove that the burnout as a moderating variable does not moderate the leadership with organizational performance on members of the IBM Student Union for the 2020/2021 period. This

is evidenced by the t-statistic value of the moderating effect of 0.991, and the t-statistic value of the burnout to the organizational performance is only 0.947.

The results of these data indicate that there is no burnout for IBM Student Union members for the 2020/2021 period in this study, and that is a good thing and must be maintained by leaders in the next period so that the performance of the IBM Student Union can run effectively and efficiently. But this is contrary to previous research conducted in Rahmawati et al. (2020) which said that fatigue is powerlessness to deal with work situations as a result of workload pressure that affects a person marked by depression or depression. It can be seen from this study that burnout does not moderate leadership on organizational performance, which means that the leadership of the President and Vice President of the IBM Student Union 2020/2021 is good and maximal.

The results of this study can be used as examples and evaluation materials for the successors of the SU IBM-RC for the 2020/2021 period and other similar organizations related to leadership styles that affect organizational performance so that the organization can run smoothly, effectively and efficiently. From this study resulted in two findings, namely, leadership has a positive effect on organizational performance. However, burnout does not moderate the relationship of leadership to organizational performance. This is because the President and Vice President as leaders of SU IBM-RC for the 2020/2021 period can manage all organizations well so that members are not significantly affected.

The leader can direct each member of the IBM SU's purpose to serve, and is responsible for everything that is given and entrusted to the

IBM SU. In his journey to lead SU IBM, the President and Vice President as leaders of SU IBM-RC for the 2020/2021 period gave a good attitude in leading, an example is a friendly attitude to every member. The leader also always gives challenging targets to each member but is adjusted to the abilities of the members, from here members feel that this is a challenge that must be solved well. Not only that whenever it happens in all problems in the organization, leaders always involve members to do so that they can know every point of view from members with the aim of making decisions correctly and benefiting all parties for the benefit of the organization to be even better.

From these leaders, members can be responsible for the tasks given to serve effectively and efficiently, and members do not experience fatigue either emotionally or mentally during their work as SU IBM for the 2020/2021 period, members also do not feel less appreciative because a leader who have taken care of them to the fullest. In the future, future leaders of SU IBM-RC Ciputra University can maintain this attitude, even better to improve so that members continue to show positive behavior and can carry out their duties with heart without burden or coercion to achieve organizational goals together. Based on the research on the

effect on organizational performance with burnout as moderating in the IBM Student Union organization, Ciputra University, the following can be taken:

- Leadership that affects organizational performance at the IBM Student Union.
- Burnout does not moderate the relationship between leadership and organizational performance at the IBM Student Union.

For the SU IBM-RC, it is expected to be able to maintain or even improve the relationship between leaders and members for the sake of progress and the achievement of goals in the organization. It is hoped that each member can support each other in order to build compatibility between individuals with the aim that fellow members feel a comfortable working atmosphere so that they are not burdened and cause fatigue or fatigue that occurs. For the SU IBM-RC, it is hoped that each member can maintain good relations with each other and make maximum efforts for the progress and achievement of organizational goals. For further research, it is hoped that the burnout moderating variable can be used in different research objects. It is also hoped that other variables can be used as moderators that may strengthen the influence on organizational performance.

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