
THE EFFECT OF BURNOUT, WORK EXPERIENCE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH EMOTIONAL INTELLIGENCE AS VARIABLE MODERATION

Rosita ¹, Tantri Yanuar RS ²

Administrasi Bisnis, Universitas Esa Unggul
(rosita.hebat2411@gmail.com)

ABSTRACT

Performance is an important benchmark in the process of employee development and greatly affects the achievement of the organization as a whole. Performance may decline because of the high burnout. High motivation tends to be a maximum performance as well as work experience also influence performance as related to length of service and level of knowledge. In addition, the performance was also affected by emotional intelligence takes an important role to help people in dealing with problems in life. This study is aimed to determine the effect of burnout, work experience, and motivation to work on performance with emotional intelligence as a moderating variable. The method used is quantitative by collecting data using questionnaires and analyzing by moderated regression analysis (MRA). The sampling technique uses convenience sampling. The results show the accepted hypothesis is burnout affects the performance and motivation affects the performance while the rejected hypothesis is high emotional intelligence will reduce the effect of burnout on performance, high work experience will improve the performance. High emotional intelligence will increase the effect of work experience towards the employee performance, and high emotional intelligence will increase the effect of work motivation towards the employee performance.

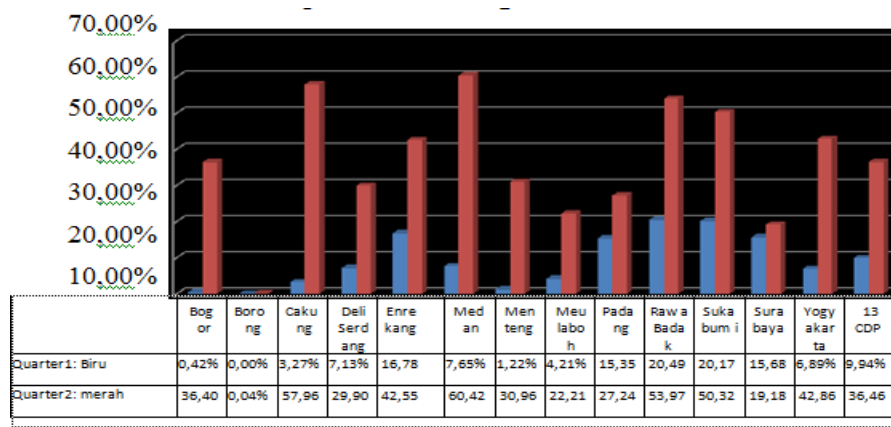
Keywords: Burnout, Work Experience, Work Motivation, Emotional Intelligence, Work Performance

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INTRODUCTION

Performance is an important benchmark in the process of employee development and greatly affects the achievement of the organization as a whole. Performance measurement is the process of recording and measuring the achievement of the implementation of the activities under the direction of achieving the mission through the results displayed in the form of products, services, or processes. One was the performance of GNI Foundation, it can see by the following in figure 1.

Figure 1. Goal Achievement Percentage



Source: Mid Term Operation Achievement Review
January-June 2014 GN Indonesia OD-IGD Team

Based on the diagram 1, it can be shown that the achievement of results at work on GNI Foundation nobody reaches 60%, only 3 branches that achieve above 50% among the total 13 branches. It is indicating there are problems in the performance of the organization. Performance can be influenced by the experience of employees in the work, such as working time and the level of knowledge and skills possessed. With a good working experience, the employee will have the advantage in several ways, including detecting errors, understanding errors, and looking for the causes of errors. As in the case of employee motivation, someone who has a high motivation tends to work more leverage, rather than with those who do not have motivation and work simply base on their obligations so that employees with high motivation will make high performance as well. The problems which arise regarding this performance are an indication that the management role as human resource management is required. This is a way to improve employee performance. In the face of problems, humans have the ability called emotional intelligence. Emotional intelligence is the ability to regulate emotional life, maintaining emotional harmony and disclosure through the skills of self-awareness, self-

control, self-motivation, empathy and social skills. When it is connected to the problems faced by employees, the emotional intelligence takes an important role in their lives in addressing the problems faced in life such as burnout, lack of work experience and lack of motivation to work and work to achieve a good performance that provide services to the public in form of services.

Based on the background of the problems above, here are the purposes of this study. First, this study determines the effect of burnout towards the employee performance. Second, this study determines the effect of burnout on employee performance with emotional intelligence as the moderator variable. Third, the study determines the effect of work experience on employee performance. Fourth, the study determines the effect of work experience on the performance of employees with emotional intelligence as the moderator variable. Fifth, to determine the effect of motivation on employee performance. Sixth, to determine the effect of motivation on employee performance with emotional intelligence as the moderator variable.

LITERATURE REVIEW

Burnout

According to Maslach (1986) in Low (2001) says that burnout is a psychological syndrome that consists of three dimensions, namely the existence of emotional exhaustion, the depersonalization, and low personal accomplishment. According to Cordes and Dougherty (1993) in Tamaela (2011), burnout is composed of three dimensions that describe the psychological syndrome which include emotional exhaustion, depersonalization, and diminished personal accomplishment.

Work Experience

Work experience is as a measurement of the length of time or a period of work which has taken a person to understand the duties of a job and has done well (Foster, 2001). According to Foster (in Aristarini, Kirya, and Yulianthini, 2014) there are some other things that can also be used to determine whether an employee has an experience or not and it can also be used as an indicator of work experience: the length of time/work time and the level of knowledge and skills possessed.

Work Motivation

There are three types of motivation according to McLelland which is Necessity of Achievement (n-ACH). The need for achievement is a boost to surpass, excel in connection with a set of standards, and the struggle for success. Next is the need for Will Power (n-

pow). The need for power is the need to make others behave in a way that people without being forced would not behave that way, or a form of expression of the individual to control and influence others. The latter is a need for affiliation or friends (n-affil). The need for affiliation is the desire to have interpersonal friendly and familiar. Individuals who have a high need for affiliation were generally successful in jobs requiring high social interaction.

Emotional Intelligence

According to Goleman (2002) emotional intelligence is the ability to regulate emotional life, maintaining emotional harmony and disclosure through the skills of self-awareness, self-control, self-motivation, empathy and social skills.

Performance

Efendi (2002) argues that the performance is the result of work produced by an employee or real behavior displayed appropriate role in the organization. Mathis and Jackson (2004), says that there are five (5) elements into employee performance measurements: the quantity of yield, quality of results, timeliness of results, attendance and ability to cooperate.

Hypothesis Development

The Relationships between Burnout and Performance

As for the impact of burnout according to Leiter and Maslach (2005), namely: 1) Workers who experience Burnout will find it difficult to sleep, keep a distance with the environment. This will affect the performance of the workers. 2) With the desire to work decreasing, all matters relating to the work become unpleasant. The interest in work is diminishing so that the results given by workers are very low. 3) Workers are getting ineffective in work and it makes them feel hesitant with their own ability. From this literature review, the researchers propose hypotheses:

H1: high burnout degrade performance

The Relationships among Burnout, Emotional Intelligence, and Performance

As said by Bakker, Demerouti, and Verbeke (2004), the demands of the emotions will be the most important antecedent of Burnout components which, in turn, will predict a role in performance. According Sarafino (2002) in Isbandi (2010), fatigue has a diverse impact that harm themselves. For example, in the form of absence from work, low commitment, have problems with employment and other relationships. If it is viewed from the labor relations problems then it is in accordance with the concept of emotional intelligence which is the dimension social skills. According to the explanation above, the research hypothesis is:

H2: high emotional intelligence decrease the effect of Burnout towards performance.

The Relationship between Work Experience and Performance

The longer people work in an organization, they get more experience. But skill will always increase with increasing work experience (Heidjrachman and Husnan, 2002). Work experience is essentially a summary of a person's experience of what has happened in the works, so that it has been mastered. The longer people work in an organization, the more experience they get and it will eventually improve the performance. According to Sumardi (2001) in Poerwati (2003), high work experience will increase performance.

H3: high work experience improve performance

The Relationship among Work Experience, Emotional Intelligence, and Performance

Edwardin (2006) concluded emotional intelligence and significant positive effect on employee performance. Correspondingly, Agustian (2002) explains that based on research and experience in advancing the company, the existence of emotional intelligence and spiritual intelligence will make an employee to have a better performance. For that reason, the researchers propose hypotheses:

H4: high emotional intelligence increase the effect of work experience towards performance.

The Relationship between Motivation and Performance

The performance of a person sought by the company depends on the ability, motivation, and support which are received by individual (Mathis and Jackson, 2002). At work, motivation may be advisable to encourage employees to be motivated to work seriously. Then the hypothesis is:

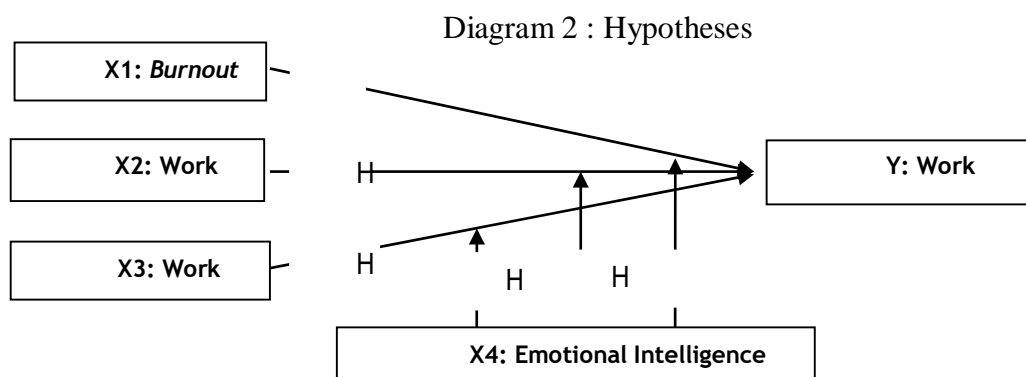
H5: high working motivation improve performance

The Relationship among Work Motivation, Emotional Intelligence, and Performance

Motivation and emotional intelligence jointly influence the employee performance (Suparno, 2005). According to Agusta and Sutanto (2013), on work motivation variable, it is advised to encourage employees to be motivated to work seriously. Therefore, the researchers propose hypotheses:

H6: high emotional intelligence will increase the effect of work motivation on performance.

Then, the model of research can be described as follows:



METHOD

The samples are 31 respondents from GNI Foundation’s employee. The sampling technique in this study uses convenience sampling. Data collecting are using questionnaire. Data analysis techniques used in the study are using Moderated Regression Analysis (MRA).

Measurement

Burnout is a psychological syndrome that consists of three dimensions, they are the existence of emotional exhaustion, the depersonalization, the low personal accomplishment. This study used Maslach Burnout Inventory to measure burnout. Then, work experience can be seen from the period of working time so that one can understand the duties of job better and the level of knowledge and skills possessed which refers to the concepts, principles, procedures, policies or other information needed by employees in work. Later, work motivation used in this study is the definition based on McClelland. There are three requirements: the needs for achievement, power, and affiliation. Then, the emotional intelligence is the ability to regulate emotional life with intelligence, keeping the emotion in harmony, and expressing it through self-awareness, self-control, self-motivation, empathy and social skills. Last, performance can be seen from the quantity, the quality of the punctuality in attendance, the ability to work together (Mathis and Jackson, 2004).

RESULT AND DISCUSSION

In this study, there are six hypotheses were tested, and according to the test results, it is concluded that there are two hypotheses which are supported by data, and four hypotheses stated are not supported by data. First, it can be seen by individual parameter significance test

(statistical test). MBI variable puts a value on parameter coefficient for 2,404 with a significance level of 0.023 (<0.05). It can be concluded, burnout has a significant effect on performance.

Secondly, it can be seen by the individual parameter significance test (statistical test) Variable Moderat1 puts a value on parameter coefficient for 1.189 with a significance of 0.245 (> 0.05). Moderat1 variable is an interaction between MBI and emotional intelligence turned out to be insignificant, so it can be concluded that emotional intelligence variable is not moderating variables.

Third it can be seen by the individual parameter significance test (statistical test). Work experience variable puts a value on the coefficient of parameter for 0.909 with a significance level of 0.371 (> 0.05). Work experience can be concluded that it has no significant effect on performance.

Fourth, it can be seen by the individual parameter significance test (statistical test) Variable Moderat2 puts a value on parameter coefficient for -1.290 with significant level 0.208 (> 0.05). Moderat2 variable that is an interaction between work experience and emotional intelligence turned out to be insignificant, so it can be concluded that emotional intelligence variable is not moderating variables.

Fifth, it can be seen by the individual parameter significance test (statistical test). Work motivation variable puts a value on parameter coefficient for 5.028 with a significance level of 0.000 (<0.05). It can be concluded that work motivation has a significant effect on performance.

Sixth, it can be seen by the individual parameter significance test (statistical test) Variable Moderat3 puts a value on parameter coefficient for -0.239 with significant level 0.813 (>0.05). Moderat3 variable which is an interaction between work motivation and emotional intelligence turned out to be insignificant, so it can be concluded that emotional intelligence variable is not moderating variables. The conclusion of the results can be explained on the table 1.

Burnout Affects Performance

From the test results of the above analysis, it was found that the analysis results support the hypothesis H1. It shows employees who have high Burnout will degrade performance. There has been previous research that says that the impact of Burnout according to Leiter and Maslach (2005): first, workers will be difficult to sleep, keep a distance with the environment. Secondly, with the desire to work decreases, all matters relating to work become unpleasant. Third, employees become ineffective in working and it makes them feel hesitant with their ability.

Employees who display positive emotions associated with high achievement levels show positive benefits for aspects of the work (Wright and Bonet, 1997). The foregoing can be explained in GNI Foundation as an indication that if a foundation wants to improve the performance it must consider the burnout level of employees and prevent the burnout. In this foundation, which does not have a standard job description, ambiguity roles, and the workload is piling on one division and can also be said a shortage of employees. It can create burnout to employees.

Table 1 Hypothesis and t Value

Hypothesis	t Value	Sig.	Remarks
H1	2.404	.023	Accepted
H2	1.189	.245	Rejected
H3	.909	.371	Rejected
H4	-1.290	.208	Rejected
H5	5.028	.000	Accepted
H6	-.239	.813	Rejected

Source: Statistical Package for Social Sciences

Emotional Intelligence Does Not Moderate Burnout On Performance

From the test results of the above analysis, it was found that the analysis results do not support the hypothesis H2. This indicates that high emotional intelligence will not decrease the effect of burnout on performance or it can also be said that emotional intelligence is not a moderating variable of the effect of Burnout towards performance. It is also consistent with the statement of Fathoni (2004) who states that emotional intelligence has negative and significant effect on the tendency of burnout. The results are not in accordance with the dimensions of social skills on the concept of emotional intelligence that stated to have an impact on labor relations (Sarafino in Adi, 2010). From the results, we can say that employees who have high or low emotional intelligence cannot lose the effect of burnout experienced by employees against their performance. This can be explained by the emotional intelligence of Foundation of GNI employees, such as the ability to socialize with others. Employees are required to continue to deal and work with communities as beneficiaries despite experiencing physical and

mind fatigue. No matter how good the emotional intelligence of employees in GNI Foundation, it cannot affect the burnout of their performance.

Work Experience Does Not Affect The Performance

From the test results of the above analysis, it was found that the analysis results do not support the hypothesis H3 stating that work experience has no significant effect on performance. This shows that employees who have a high work experience will not improve performance, or can also be said that the Foundation GNI does not require experienced employees to improve performance. This is not in accordance with the revelation Heidjrachman (2002) on skills will always increase with the increasing of work experience and also the longer people work in an organization their experience will increase which causes improvement of performance. The result of analysis is also in contrary to the results of research by Sumardi (in Poerwati, 2003) which states that a high work experience will improve performance.

From the result, it is because the GNI Foundation gets financing that comes every year with an annual work plan. The work plan created per year is different from previous working plan. In addition, the foundation GNI also does not have a standard manual or standard operating procedures both in terms of human resources to the reporting forms and field work.

This led the employees to work in their own way and with their own ability, only refer to the employment targets. Employees are only given a workshop once a year and it only refer to one problem that exist in the GNI, the management rarely provide solutions or fixed regulation. The experience of learning about science, policies, and principles of the foundation was also studied by employees themselves without the assistance of management, such as lack of orientation that supports the knowledge of employees to work later. The achievements of former and new employees do not have any difference. Good performance come from a good guidelines in the context of this research that has no standard guidelines. High or low emotional intelligence will not affect the work experience towards performance.

Emotional Intelligence Does Not Moderate The Performance And Work Experience

From the results of this analysis, it was found that the analysis results do not support the hypothesis H4. This shows that employees who have high emotional intelligence will not affect the work experience of the performance. In addition, emotional intelligence is regarded as the standard intelligence that intelligence should increase with increasing age and experience (Shipley, Jackson and Segrest, 2010). This is certainly because the work experience itself has no significant effect on performance. Such as every employee at the GNI Foundation, although

they have a high emotional intelligence then it will have no effect on work experience in which included a long period of work, knowledge and ability. Although the employees can recognize their own emotions, the emotions of others, and have the ability to socialize with others, this is not going to support the work experience possessed by employees that can later affect performance.

Work Motivation Affect Performance

From the test results of the above analysis, it was found that the analysis results support the hypothesis H5. This means that analysis of the data show that employees who have a high motivation to work will improve their performance. This is consistent with the statement of Mathis and Jackson (2002) which states that the performance sought by the company of a person depends on the ability, motivation, and support the individual received. For the employees at GNI Foundation, motivation given more on the need for achievement, even if only for a division instead of per individual, were performed once a year, as reward for branch offices and divisions that have the best achievement of the employment targets. In addition, the need for power becomes significantly unfulfilled because the promotion of employees is not based on competence but based on the length of employment. Then, a high need for affiliation to the employee is not supported by the skills and knowledge of employees in the work because GNI Foundation itself does not provide adequate training for employees to carry out their work.

Emotional Intelligence Does Not Moderate Motivation To Work Towards Performance

From the test results of the above analysis, it was found that the analysis results do not support the hypothesis H6. This shows that employees who have high emotional intelligence will not affect work motivation towards performance. This means that the GNI Foundation does not need employees who can recognize and manage their emotions, can recognize the emotions of others, have a good motivation as not to delay the work and do not give up easily, as well as good social skills because the work is done by just looking at the target in one year. This is in line with the statement Suparno (2005). He states work motivation and emotional intelligence jointly affect the performance of employees but in this case the emotional intelligence does not affect work motivation towards performance. Unlike Agusta and Sutanto (2013) who states that the highest value is unyielding and not easily discouraged which is an incentive for employee motivation.

Managerial Implications

First, to improve performance and reduce the impact of Burnout on the performance, organizations must take into account the workload borne by an employee, the working tasks with a reasonable time, providing a solution to the question of employees instead of providing a new assignment when employees are experiencing confusion with the job. Then, the organization should also clarify the role of each employee with a job description that does not overlap with other employees and provide task or position on the employees who are experts in their field so there is no ambiguity role. In addition, employees also need to know the values espoused in the organization in view of the importance of a culture of the organization, particularly companies in the services sector, in accordance with the vision and mission of the organization.

Furthermore, based on three theories of needs, managerial implications that can be applied in an organization or a service company is to meet the need for achievement (n-Ach) by giving responsibility and new tasks are challenging and realistic to employees so there is an improvement in work. Furthermore, to comply with the need for power (n-Pow), the organization must facilitate employees to be able to lead and provide space for employees to express ideas and to develop ideas for the company's progress. Finally, to meet the need for affiliation (n-Aff), organizations need to provide space for employees to attend meetings such as seminars, training, and gathering so employees can meet the needs of affiliates that will impact on the performance and progress of the organization.

CONCLUSION

This study focuses on the effects of burnout, work experience and work motivation on employee performance with emotional intelligence as a moderating variable. Results of the study support the hypothesis high Burnout will degrade performance. The foregoing, it can be described as an indication that if the foundation wants to improve the performance it must pay attention to employees' burnout levels and prevent burnout. In this foundation, which does not have standard job description, role ambiguity, and the workload is piling on one division and can also be said to have a shortage of employees, this can lead to burnout in employees.

From the results, it is known that high emotional intelligence will not decrease the effect of burnout towards performance or it can also be said that emotional intelligence is not a moderating variable of Burnout influence on performance. Employees who have high or low emotional intelligence cannot lower the burnout effect on performance. Employees are required

to continue to deal with and work with communities as beneficiaries despite experiencing physical and mind fatigue. No matter how good the emotional intelligence of employees in GNI Foundation, it cannot affect the burnout of their performance.

Then, the analysis results do not support the hypothesis of work experience has no significant effect on performance. This shows that GNI Foundation does not require experienced employees to improve performance. This is because the Foundation GNI get funding per year with an annual work plan. The work plan created per year is different from previous working plan. In addition, the GNI foundation also does not have a standard manual or standard operating procedures both in terms of human resources to the reporting forms and field work. This led the employees to work in their own way and with their own ability, only refer to the employment targets. The achievements of former and new employees do not have any difference.

Later, it was found that the analysis results support the hypothesis H5. This means that analysis of the data showed that employees who have a high motivation to work will improve performance. For the employees at GNI Foundation, motivation given more on the need for achievement, even if only for a division instead of per individual, were performed once a year, as reward for branch offices and divisions that have the best achievement of the employment targets. In addition, the need for power becomes significantly unfulfilled because the promotion of employees is not based on competence but based on the length of employment. Then, a high need for affiliation to the employee is not supported by the skills and knowledge of employees in the work because of GNI Foundation itself does not provide adequate training for employees to carry out their work.

Later, it was found that the analysis results do not support the hypothesis of high emotional intelligence will not affect work motivation on performance. This means that the GNI Foundation does not need employees who can recognize the emotions themselves, can manage the emotions themselves, can recognize the emotions of others, have a good motivation as not to delay the work and do not give up easily, as well as good social skills because the work is done by just looking at the target in one year. Then, a few suggested ways that employees can be more serious in the work is to do one way awards in the form of appreciation such as continuing education opportunities for employees who graduated from high school or S1.

Limitations Research

This limitation is expected to be overcome in subsequent research is the relatively small sample size consisted of 31 respondents. Other study limitations are not taking into account other variables such as turnover intention and employee involvement. In addition, this study is limited to a method of distributing the questionnaire in the absence of direct observation and interviews.

Suggestion

Based on the results of the above conclusion, that the results of this study can be used to deliver the benefits of this research then it could be a comparison with other studies. Subsequent research can be developed with the involvement of other factors such as cultural communication, multiple roles, and the workload associated with the performance in social institutions.

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