



## Breaking the Badge: How Burnout and Compensation Shape Police Performance Through Job Satisfaction

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### ABSTRACT

This study investigates the effects of burnout and compensation on the job performance of personnel in the Surabaya Regional Police, with job satisfaction serving as a mediating variable. Using an explanatory research design and Structural Equation Modeling (SEM), data were analyzed from 84 respondents selected from a population of 518 officers using the Slovin formula. The findings reveal that lower levels of burnout and higher compensation significantly improve job performance, both directly and indirectly through increased job satisfaction. Specifically, reduced burnout enhances job satisfaction, which in turn boosts performance, while higher compensation not only increases satisfaction but also strengthens organizational citizenship behavior, further contributing to better performance. These results highlight the importance of addressing employee well-being and fair compensation in law enforcement organizations to enhance satisfaction and operational effectiveness. This research provides practical insights for human resource management in public security sectors aiming to improve workforce productivity and morale.

Keywords: *burnout, compensation, job satisfaction, job performance, organizational citizenship behavior*

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## 1. INTRODUCTION

Within the structure of organizational management, human resource management plays a central role in overseeing and optimizing human-related functions. An organization's achievement is heavily dependent on the performance and efficiency of its human resources. In many cases, the capability and availability of skilled personnel are critical factors that influence whether an organization thrives or struggles. Fundamentally, the contribution of human resources is central to performance outcomes in shaping and sustaining organizational performance. Performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2009:67). This study addresses a research gap by examining the mediating role of job satisfaction in the relationship between burnout, compensation, and police performance, a combination that has received limited empirical investigation in the Indonesian policing context.

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2009:67). Through performance, an individual's capacity to perform their duties or fulfill assigned responsibilities can be observed through their work outcomes. When human resource performance is strong, organizational performance tends to follow suit. Conversely, poor performance from human resources can lead to a decline in overall organizational effectiveness. As such, it is essential to establish a clear benchmark to evaluate employee performance.

The Indonesian National Police (Polri) is a public or government organization that in its history has been in the military organizational system for quite a long time. The Polri should return to the values contained in the Tribrata and Catur Prasetya as the philosophy and guidelines for the life of every Polri member. This is in line with the policy direction of the Commissioner General of the Indonesian National Police, who explained that strengthening the Polri Institution is aimed at a new Polri culture based on the Tribrata and Catur Prasetya, namely as a protector, guardian, and servant of the community.

Based on a researcher's survey, it turns out that there are still several things that indicate that the performance of the Surabaya Regional Police Members can be said to be less than optimal; this can be seen from the performance data of the Surabaya Regional Police Members regarding violations during 2022 to 2024. According to Indonesian National Police Chief Regulation No. 23 of 2010 regarding the organizational structure and operational procedures at the resort and sector police levels, it states that the number of Surabaya Regional Police Members currently lacks Polri Personnel so that it affects the achievement of less optimal performance.

High burnout is one of the factors that can reduce employee performance. (Francisco et al, 2021) explain that burnout symptoms usually include cynical and negative attitudes and rigidity in thinking that often leads to a dead end that is closed to change or innovation. Employees who experience burnout or boredom can eventually cause stress. Moreover, it is clarified that such negative dispositions comprise fatalistic beliefs, emotional exhaustion, disaffection, cynicism, perceived incompetence, a sense of failure, excessive occupational demands, incivility, persistent dissatisfaction, and tendencies toward withdrawal or avoidance behavior.

Employee performance is also influenced by job satisfaction. (Luthans, 2007) defines employee job satisfaction as a positive feeling that is formed from employee assessments of their work based on employee perceptions of how good their work is, which means that what is obtained at work has met what is considered important. Indicators of job satisfaction, according to (Luthans, 2007), are satisfaction with salary or wage payments, satisfaction with the job itself, satisfaction with coworkers, satisfaction with promotions, and satisfaction with work supervision. Meanwhile, according to Gilmer in (As'ad, 2003), job satisfaction can be assessed through multiple dimensions, including opportunities for career advancement, perceived job stability, compensation, organizational reputation and leadership effectiveness, quality of supervision, intrinsic aspects of the work itself, physical working conditions, interpersonal relations in the workplace, effectiveness of communication, and the availability of supporting facilities.

## 2. LITERATURE REVIEW

(Robbins & Judge, 2018) state that such performance refers to the total results or accomplishments exhibited by an individual within a particular timeframe, in connection with established standards or expectations to predetermined benchmarks such as work standards, targets, or mutually agreed-upon criteria. Fundamentally, performance reflects the actions undertaken—or not undertaken—by employees in the execution of their responsibilities.

According to (Timothy, 2015):49), job satisfaction is a feeling of happiness towards work, which is produced from an evaluation of its characteristics and functions for self-actualization. Upon entering an organization, employees bring with them a range of personal aspirations, needs, preferences, and prior experiences, all of which converge to shape their expectations regarding the job and workplace environment. Job satisfaction shows the match between a person's expectations that arise and the rewards provided by the job.

According to (Hasibuan & Malayu, 2020)170), burnout is extreme fatigue that occurs, regardless of culture, due to high work environment demands among young educated employees, which causes them to be overwhelmed in achieving their careers and stressed by prolonged work pressure so that they are no longer able to cope.

(Hasibuan Malayu, 2005:118) states that compensation is all income in the form of money or goods directly or indirectly received by employees as compensation for services provided to the company. (Simamora, 2004:442) defines compensation as including financial rewards and intangible services and benefits received by employees as part of the employment relationship.

According to (Safriada, 2020), (Elisa et al, 2020), (Suharman et al, 2020), (Wahyudi et al, 2021), (Masela et al., 2021),(Marsikin, 2022), (Kahpi et el, 2022), (Muttahar et al, 2023), and (Ikhlas et al, 2023), burnout, compensation, and job satisfaction have a significant influence on employee performance.

## 3. RESEARCH METHOD

The study framework presents a comprehensive strategy that guides the study's implementation, structure, and the method applied to explore the study’s core questions and provide information aligned with the study’s objectives. An explanatory research strategy is employed in this study, which is intended to examine the relationships or causal effects among variables through hypothesis testing.

The target population comprises all personnel of the Surabaya Regional Police, totaling 518 employees. Slovin’s formula was employed to determine the appropriate number of respondents to ensure efficient and manageable data collection, resulting in a sample of 84 participants, utilizing Structural Equation Modeling (SEM) as the primary analytical technique. The use of SEM is justified as it enables simultaneous assessment of multiple dependent relationships and latent constructs, which is essential for this study’s complex mediation model. The sample size of 84, determined via Slovin’s formula, meets minimum requirements for PLS-SEM analysis.

## 4. RESULTS AND DISCUSSION

### 4.1 RESULTS

#### 4.1.1 Convergent Validity

An assessment of convergent validity is used to measure the alignment between observed indicators and the latent constructs they represent. Table 1 illustrates how the model reflects the outcomes of the convergent validity evaluation.

**Table 1 | Convergent Validity Evaluation Results**

Variable	Indicator	Outer Loading
Burnout (X <sub>1</sub> )	X <sub>1-1</sub>	0.832
	X <sub>1-2</sub>	0.835
	X <sub>1-3</sub>	0.857

Variable	Indicator	Outer Loading
Compensation (X2)	X <sub>1.4</sub>	0.843
	X <sub>1.5</sub>	0.958
	X <sub>2.1</sub>	0.882
	X <sub>2.2</sub>	0.870
	X <sub>2.3</sub>	0.898
	X <sub>2.4</sub>	0.843
Job Satisfaction (Z)	X <sub>2.5</sub>	0.877
	Z <sub>1</sub>	0.869
	Z <sub>2</sub>	0.836
	Z <sub>3</sub>	0.947
	Z <sub>4</sub>	0.863
Performance (Y)	Z <sub>5</sub>	0.907
	Y <sub>1</sub>	0.861
	Y <sub>2</sub>	0.875
	Y <sub>3</sub>	0.887
	Y <sub>4</sub>	0.824
	Y <sub>5</sub>	0.822

Source: processed primary data, 2025.

Outer loadings reflect the extent to which indicators and dimensions are associated with their respective latent variables. As shown in Table 4.9, all indicators demonstrate loading values exceeding 0.70, indicating that the dimensions and indicators employed in this study meet the threshold for validity.

#### 4.1.2 Discriminant Validity

The evaluation of discriminant validity Within the reflective measurement model, discriminant validity is assessed using the Fornell-Larcker criterion. This technique compares the square root of the Average Variance Extracted (AVE) for each construct against its correlations with all other constructs. Discriminant validity is established when a construct’s AVE square root is greater than its correlations with any other latent variables in the model.

**Table 2 | The Fornell-Larcker Analysis Results**

Variable	X1	X2	Y	Z
Burnout (X1)	0.829			
Compensation (X2)		0.829		
Job Satisfaction (Z)			0.843	
Performance (Y)				0.856

Source : Author’s analysis of primary data, 2025.

As indicated in Table 2, according to the Fornell-Larcker criterion, each construct's AVE square root exceeds its correlations with any other construct. This result confirms that discriminant validity has been adequately achieved in the measurement model based on the Fornell-Larcker evaluation.

#### 4.1.3 Composite Reliability

Composite reliability is utilized to assess the internal consistency of constructs in the outer model evaluation. This reliability test is based on two main indicators: reliability was assessed using both composite reliability and Cronbach’s alpha. A construct may be deemed reliable if considered to have strong reliability when its composite reliability exceeds 0.70 and its Cronbach’s alpha surpasses 0.60. The results of this reliability analysis are presented in Table 3.

**Table 3 | Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability	Note
Burnout (X1)	0.772	0.745	Reliable
Compensation (X2)	0.711	0.763	Reliable
Job Satisfaction (Z)	0.711	0.760	Reliable
Performance (Y)	0.705	0.748	Reliable

Source: processed primary data, 2025.

As shown in Table 3, the Cronbach’s alpha and composite reliability scores for all constructs surpass the accepted benchmark of 0.70, indicating that the constructs within the research model exhibit acceptable internal consistency and are considered reliable measures.

**4.1.4 R-Square Value**

The R-square (R<sup>2</sup>) coefficient is employed to evaluate the extent to which the variance in an endogenous variable is accounted for by the associated exogenous variables. This value ranges between 0 and 1, with values approaching 0 indicating limited explanatory capability and those nearing 1 suggesting a strong predictive relationship. The R-square values computed for this study’s variables are presented in Table 4.

**Table 4 | R-square**

Variable	R Square
Job Satisfaction (Z)	0.624
Performance (Y)	0.782

Source: processed primary data, 2025.

As presented in Table 4, with an R<sup>2</sup> value of 0.460, the influence of burnout and compensation on job satisfaction demonstrates a moderate degree of explanatory strength within the model, with approximately 62.4% of the variance in *job satisfaction* accounted for by *burnout* and compensation, whereas the remaining 37.6% is likely influenced by factors not included in the present model. In addition, the R-square value for *Burnout* (X1) and *Compensation* (X2), mediated by *Job Satisfaction* (Z), in explaining *Performance* (Y) is 0.754. This indicates that 78.2% of the variance in *performance* can be attributed to the joint effect of burnout and compensation mediated by job satisfaction, accounting for a portion of the variance, while the remaining 21.8% is attributed to factors not included within the current model framework.

**4.1.5 Predictive Relevance (Q<sup>2</sup> Value)**

The Q-square (Q<sup>2</sup>) statistic is employed to evaluate the predictive capability of the structural (inner) model, which reflects the model’s goodness of fit. A Q<sup>2</sup> score above zero signifies that the model has predictive significance, whereas a score of zero or below implies a lack of such relevance. Therefore, when the Q<sup>2</sup> value is found, if the value exceeds zero, it suggests that the model possesses considerable predictive capability. The computation of the Q-square is presented as follows:

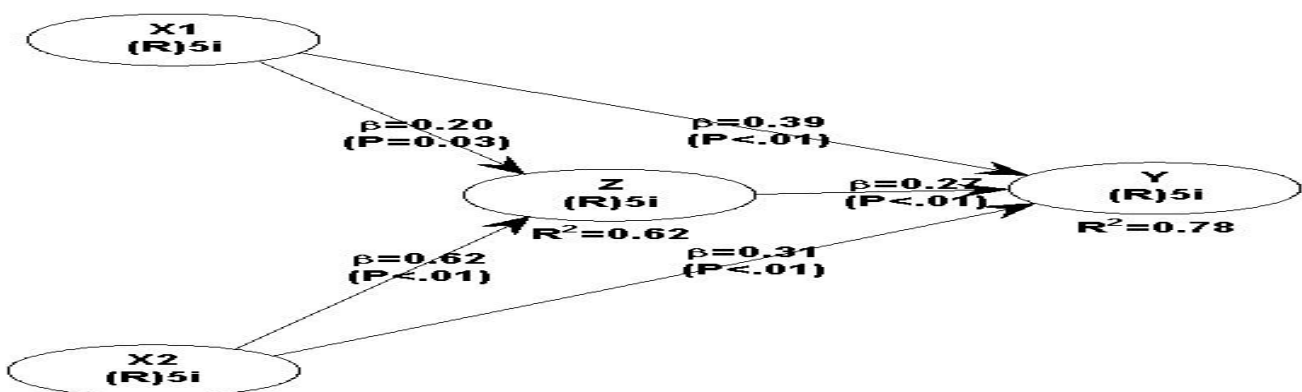
$$Q^2 = 1 - (1-R^2) (1-R^2) (1-R^2)$$

$$Q^2 = 1 - (1-0,624) (1-0,782)$$

$$Q^2 = 0,918$$

The model achieved a Q-square value of 0.918 in this research, which confirms its strong predictive accuracy. This indicates that the model accounts for 91.8% of the variance observed in the data, thereby demonstrating a high level of predictive accuracy and suitability for the research context. This Q<sup>2</sup> value far exceeds the minimum threshold of zero, confirming high predictive relevance for the structural model.

**4.1.6 Hypothesis Test Results (bootstrapping). Direct Effect Test Results**



**Figure 1** Bootstrapping Image

Source: Primary data processed, 2025.

Hypothesis testing for direct effects was conducted through the Partial Least Squares (PLS) technique, which involves the evaluation of five proposed hypotheses. This analysis aims to assess the extent to which the independent variables influence the dependent variables. Statistical significance is determined through the application of the bootstrapping technique. Hypothesis testing is conducted using t-statistics for each structural path linking the variables. The outcomes of the direct effect analysis, generated via bootstrapping in the PLS framework, are presented in Figure 1 and Table 5.

**Table 5 | Results of the Direct Influence Test (Path Coefficients)**

Variable	Original Sample (O)	P Values	Note
X1 -> Y	-0.387	0.001	Significant
X1 -> Z	-0.198	0.029	Significant
X2 -> Y	0.314	0.001	Significant
X2 -> Z	0.621	0.001	Significant
Z -> Y	0.267	0.005	Significant

Source: Primary data processed, 2025.

According to the direct effect analysis results illustrated in Figure 1 and Table 5, the following conclusions can be drawn:

1. The path coefficient linking Burnout (X1) to Performance (Y) is  $\beta = -0.387$ , indicating a negative association. The relationship yields a statistically significant result ( $p = 0.001$ ;  $p < 0.05$ ), indicating that burnout exerts a substantial negative effect on performance.
2. The path coefficient from Burnout (X1) to Job Satisfaction (Z) is  $\beta = -0.198$ , also reflecting a negative connection. The obtained p-value of 0.029 indicates statistical significance, as it is lower than the conventional 0.05 threshold. Therefore, burnout adversely affects job satisfaction.
3. Compensation (X2) shows a path coefficient of  $\beta = 0.314$  in its effect on Performance (Y), indicating a positive influence. The result is statistically significant, as evidenced by a p-value of 0.001, confirming that compensation contributes positively to performance.
4. The coefficient from Compensation (X2) to Job Satisfaction (Z) is  $\beta = 0.621$ , suggesting a strong positive relationship. The effect is considered highly significant, as evidenced by a p-value of 0.001, indicating that compensation plays a substantial role in enhancing job satisfaction.
5. Job Satisfaction (Z) influences Performance (Y); the path coefficient ( $\beta = 0.267$ ) reflects a positive relationship. With a p-value of 0.005, the result is statistically significant, confirming that job satisfaction has a meaningful and favorable impact on performance. Results of indirect influence test (examination of mediating variables)

In addition to analyzing direct effects, this study also investigates the indirect effects of **burnout**, and the relationship between compensation and employee performance, mediated by job satisfaction, is analyzed in this study. Table 6 presents an overview of the indirect effects.

**Table 6 | Specific Indirect Effect**

Variable	Original Sample (O)	P Values	Note
X1 -> Y -> Z	-0.053	0.044	Significant
X2 -> Y -> Y	0.166	0.013	Significant

Source: Primary data processed, 2025.

As illustrated in Table 6, the findings from the mediation analysis regarding the indirect relationships among variables are detailed as follows:

1. Burnout (X1) indirectly affects Performance (Y) via Job Satisfaction (Z), with a path coefficient of 0.053 and a corresponding p-value of 0.044. As this value is below the 0.05 significance level, the mediation effect is deemed significant, and job satisfaction is confirmed as a significant mediator, suggesting that burnout affects performance indirectly through job satisfaction.

- Regarding the indirect path from Compensation (X2) to Performance (Y) via Job Satisfaction (Z), a coefficient of 0.166 and a p-value of 0.013 were obtained from the analysis, suggesting that the mediation effect is statistically significant. Given that the p-value is below 0.05, this indirect relationship is also statistically significant, demonstrating that compensation positively affects performance through the mediating role of job satisfaction.

## 4.2 DISCUSSION

### 4.2.1 The Effect of Burnout on Performance

The research finding indicate that the Burnout significantly affects Performance, which falls well below the established significance threshold. The relationship indicated by the regression coefficient is negative, meaning that the lower the Burnout, the higher the Performance will be. (Hasibuan & Malayu, 2020) stated that burnout has symptoms that can be seen in physical conditions, behavioral changes and less effective and efficient performance. This condition may manifest in the form of emotional responses such as frustration, hopelessness, sadness, a sense of helplessness, depressive symptoms, apathy toward work, and a perceived sense of entrapment in job responsibilities, ultimately leading to a diminished psychological capacity to deliver effective service.. The results of this study are in line with previous studies conducted by research (Maksin et al., 2022), (Marsikin et al., 2022) stated that Burnout has a significant influence on Employee Performance.

### 4.2.2 The Effect of Compensation on Performance

The research findings are that the compensation demonstrates a meaningful impact on performance. The positive sign is evident from the regression coefficient, which illustrates higher levels of compensation are associated with improved employee performance. The achievement of an organization's objectives heavily relies on the quality of employee performance, which significantly contributes to operational success in shaping a company's overall performance. Among the various factors that can influence performance, compensation is particularly significant. When employees receive compensation that aligns with their expectations and needs, it can lead to enhanced motivation and, consequently, improved performance outcomes. The results of this study are in line with previous studies conducted by (Hatman, 2019), (Masela et al., 2021), (Nadeak et al, 2022), and (Ikhlas et al., 2023), stating that compensation has a significant effect on employee performance.

### 4.2.3 The Effect of Burnout on Job Satisfaction

The outcomes of the research indicate that burnout has a statistically significant impact on job satisfaction. The negative coefficient reflects the regression coefficient, which reflects an inverse correlation, implying that reduced levels of burnout correspond to increased job satisfaction.

In the employment context, employees engage in an exchange relationship with the expectation of receiving equitable and fair returns. When individuals experience emotional exhaustion, it is perceived as an imbalance in this exchange, wherein the psychological cost outweighs the benefits received. Such a condition is regarded as detrimental and unjustifiable within the framework of workplace equity. Emotional exhaustion weakens interpersonal connections at work, and research findings indicate that unhealthy social interactions within the workplace can substantially reduce employee performance. The results of this study are in line with previous studies conducted by (Fahmi et al, 2019), (Naraha et al, 2019), and (Nugraha, 2023), stating that burnout has an effect on job satisfaction.

### 4.2.4 The Effect of Compensation on Job Satisfaction

The research results indicate that compensation significantly affects job satisfaction. The increased levels of compensation are associated with higher levels of job satisfaction. According to Handoko (2008), factors that influence job satisfaction include compensation because compensation can influence employee behavior to work more enthusiastically. Compensation represents an essential element influencing the formation of job satisfaction in organizational settings. (Hasibuan, 2005:118) states that compensation is all income in the form of money or direct or indirect goods received by employees as compensation for services provided to the company. The results of this study are in line with previous studies conducted by (Masela et al., 2021), (Putra, 2019), (Yani, 2019), (Pratama, Surtha, & Mahayasa, 2020), Suharman et al. (2020), Wahyudi et al. (2021), (Yanti, Samosir, & Sitompul, 2022; Yanto, Seprianto, & Kurniawan, 2020), and (Yuliani & Suhana, 2023), which stated that compensation has a

significant influence on job satisfaction. In a separate study addressing a similar research theme—specifically, the analysis reveals that compensation has no statistically significant impact on job satisfaction in the examined model.

#### **4.2.5 The Effect of Job Satisfaction on Performance**

According to the findings, job satisfaction plays a significant role in affecting performance. The results show that as job satisfaction increases, so does employee performance. This finding may be attributed to various aspects of job satisfaction that are directly linked to the performance outcomes of personnel at the Surabaya Regional Police. Job satisfaction can affect performance because job satisfaction plays an important role in company development to improve employee efficiency and performance (Ahmed & Uddin, 2012). Job satisfaction represents an affective orientation reflecting the extent to which an individual feels positively or negatively about their job, whether shown in a pleasant or unpleasant state. The opportunity to apply one's skills and knowledge in the workplace plays a crucial role in enhancing job satisfaction. Satisfied employees are generally more inclined to demonstrate improved performance outcomes, both qualitatively and quantitatively. The results of this study are in line with previous research conducted by research According to (Elisa et al., 2020), (Heri Sapari Kahpi et al., 2022), (Ikhlas et al., 2023), (Marsikin et al., 2022), (Masela et al., 2021), (Safrida, 2020), (Suharman et al., 2020) (Wahyudi et al., 2021) and (Wulan Muttahar & Kawulusan, 2023) job satisfaction has a significant influence on employee performance.

#### **4.2.6 The Effect of Burnout on Performance through Job Satisfaction**

The The research results indicate that burnout exerts a mediated impact on performance through job satisfaction. The inverse direction is reflected in the value of the regression coefficient that lower burnout is linked to better performance outcomes, facilitated by elevated job satisfaction. The role of job satisfaction in mediating the effect of burnout on employee performance can be explained by (Marvin, 2022), who states that the role of job satisfaction in mediating the effect of burnout on employee performance is that burnout can affect performance through job satisfaction. This is because excessive burnout will reduce job satisfaction so that it can improve overall performance according to the job description given to each employee.

#### **4.2.7 The Effect of Compensation on Performance through Job Satisfaction**

The research results indicate a statistically significant indirect effect of compensation on performance, mediated by job satisfaction. The positive regression coefficient suggests that enhanced compensation contributes to improved performance by increasing levels of job satisfaction. The role of job satisfaction in mediating the effect of compensation on employee performance can be explained by (Masela et al., 2021), who stated that the role of job satisfaction in mediating the effect of compensation on employee performance is that compensation can affect performance through job satisfaction; this is because with appropriate compensation, employees will try to work optimally. Based on the description above and supported by the results of previous studies conducted by (Pratama et al., 2020) and (Tamba et al, 2024), it is stated that compensation has a significant effect on performance through job satisfaction.

## **5. CONCLUSION**

The study's findings indicate that a decline in burnout levels correlates with improved employee performance, while increased compensation similarly results in enhanced performance outcomes. Moreover, a reduction in burnout positively influences job satisfaction, and higher compensation levels contribute to increased levels of job satisfaction, which are associated with enhanced performance, as indicated by the analysis. Furthermore, the findings demonstrate that burnout exerts a significantly negative indirect influence on the performance of structural employees by affecting job satisfaction. On the other hand, compensation shows a significantly positive indirect impact on the performance of structural employees, with job satisfaction serving as the mediating variable. From a practical standpoint, these results suggest that Surabaya Regional Police leadership should implement targeted burnout reduction programs and ensure competitive compensation structures to enhance job satisfaction and, consequently, performance.



## 6. LIMITATION AND IMPLICATION

### 6.1 Limitation

A notable limitation of this research concerns the data collection technique, which relied solely on questionnaires there are still relatively long because of the many agendas of the members of the Surabaya Police Resort so that respondents cannot immediately fill out the questionnaire that has been given. In addition, the researcher cannot fully control the answers given by the respondents, because it is possible that the respondents are not honest in filling out the questionnaire. Additionally, given the self-report nature of the data, there is potential for common method bias, which future research could mitigate by using multi-source or longitudinal data.

### 6.2 Implication

Sampling as the basis for the influence between variables as a determination of whether or not a variable has an influence, then it needs to be added again so that it becomes a differentiator between current researchers and subsequent researchers, and sampling techniques can be more varied with sampling theories according to the needs of researchers. Further researchers could enhance this study by incorporating additional variables into future analyses or indicators that already exist in this research so that there is an increase in research, and the findings of this study may serve as a foundation and become a means to train scientific thinking based on the disciplines obtained during college, especially those related to human resource management.

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