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Article

## The Influence of Burnout and Work-Life Balance on Employee Performance at PT XYZ Medan Branch

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**Abstract:** This study aims to determine and analyze the influence of burnout and work-life balance on the performance of employees at PT XYZ Medan Branch. The problem identified in this research is the suboptimal employee performance caused by a high workload. The independent variables in this study are burnout and work-life balance, while the dependent variable is employee performance. The population includes all permanent employees of PT XYZ Medan Branch. The research uses a quantitative approach with a sample of 160 respondents, selected using a purposive sampling technique. Data were collected through questionnaires distributed to all employees after validity and reliability tests were conducted. The results indicate that burnout partially affects employee performance with a significance value of  $0.000 < 0.05$ , while work-life balance partially has no significant effect on employee performance ( $0.519 > 0.05$ ). However, burnout and work-life balance simultaneously have a significant influence on employee performance.

**Keywords:** *Burnout, Work-Life Balance, Employee Performance*

**Reference** Barus, W. L. B. & Pranyoto, S. (2025) The Influence of Burnout and Work-Life Balance on Employee Performance at PT XYZ Medan Branch, Journal of Management and Energy Business. 5(1). 53-64

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### 1. Introduction

Currently, competition among companies is increasing along with the rapid growth of global influence. Companies compete to achieve maximum profit by utilizing their resources as efficiently as possible. This has led to significant changes in various aspects of life, particularly in the field of human resources. Human resources play a crucial role in determining the direction and progress of a company. However, to achieve this, companies must be able to address problems that can affect the performance of their human resources

According to Hayati and Fitria (2018) [1], performance is the result of work achieved by an individual or a group within an organization, in accordance with their respective authority and responsibilities, in an effort to achieve organizational goals legally, without violating laws, and in line with applicable norms and ethics. Authority and responsibility originate from the job description provided by the organization. There are many factors

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<https://doi.org/10.54595/jmeb.v5i1.103>

that influence performance, and one of the main issues that has become a central focus in the modern workplace is burnout.

According to Hera et al. (2016) [2], burnout is a state of exhaustion caused by working too hard, accompanied by feelings of guilt, helplessness, hopelessness, prolonged sadness, shame, discomfort, and frustration. Burnout is a process in which an individual's attitude and behavior gradually become negative in response to work. If left untreated for too long, burnout can cause individuals to lose motivation and enthusiasm for their job. Therefore, one of the ways to maintain and improve employee performance is by paying attention to *work-life balance*.

According to Mardiani (2021) [3], work-life balance is a condition in which an individual is able to manage and divide responsibilities between work, personal life, family, and other obligations without creating conflict between family life and career. It also leads to increased motivation, productivity, and loyalty to work. Therefore, companies need to adjust their employees' work patterns so that they can manage their personal and professional responsibilities harmoniously.

Based on observations at PT XYZ, employee performance has been less than optimal due to the company's increasing annual targets, which have resulted in higher workloads for employees. Interviews revealed that several factors contribute to employee burnout, including excessive workload, unfinished tasks, and unmet production targets set by the company. The researcher also found that employees often felt dissatisfied with the rewards they received, as bonuses were sometimes incomplete. In addition, employees tended to become easily irritated when returning home and finding domestic situations that did not meet their expectations—such as children arguing over trivial matters—which made them emotionally reactive. Employees also frequently experienced physical fatigue, including muscle soreness and general exhaustion.

Previous studies on burnout and work-life balance have shown inconsistent findings. Hayati and Fitria (2018) [1] found that burnout has a positive effect on employee performance, whereas Saputri et al. (2022) [4] found that burnout has no significant effect on performance. Similarly, Noviani (2021) [5] reported that work-life balance positively affects employee performance, while Wambui et al. (2017) [6] found no significant relationship. Based on these inconsistencies, it is important to conduct further research on the influence of burnout and work-life balance on employee performance at PT XYZ. Therefore, this study is titled “The Influence of Burnout and Work-Life Balance on Employee Performance at PT XYZ Medan Branch.”

## **2. Literature**

### **2.1 Definition of Burnout**

Burnout is a condition characterized by physical and emotional exhaustion, negative attitudes and behaviors, feelings of dissatisfaction with oneself, lack of self-confidence, and reduced motivation for personal achievement caused by prolonged work-related stress. Burnout has negative impacts on both individuals and organizations, including a decline in employees' job performance (Hayati & Fitria, 2018) [1].

According to Hera et al. (2016) [2], burnout refers to exhaustion resulting from working excessively, accompanied by feelings of guilt, helplessness, hopelessness, prolonged sadness, shame, discomfort, and irritation. This aligns with the opinion of Saputri et al. (2022) [4], who stated that burnout is a condition in which an individual experiences both physical and mental fatigue in performing work tasks.

Burnout is also viewed as a process in which an individual's attitude and behavior gradually change in a negative direction in response to work. If burnout persists for an extended period, it may result in a loss of enthusiasm for work and even disinterest in social interaction. Both individuals and organizations can prevent burnout by maintaining a high quality of life balance, commonly referred to as *work-life balance*.

## 2.2 Definition of Work-Life Balance

Work-life balance refers to the equilibrium between an individual's personal life and professional life. This concept encompasses the balance between career ambition, happiness, leisure time, family, and spiritual growth. When a good balance between work and personal life is achieved, it leads to higher work motivation, greater job satisfaction, and a balanced sense of responsibility both at work and in personal life.

According to Kembuan et al. (2021) [7], work-life balance is a condition in which the demands of work and personal life are equally met. For employees, work-life balance represents the ability to choose how to manage both professional and personal responsibilities. For organizations, it poses a challenge to create a supportive corporate culture that allows employees to remain focused and productive while at work.

Furthermore, the two concepts described above—burnout and work-life balance—are predicted to have an influence on employee performance.

## 2.3 Definition of Employee Performance

Performance can be considered an illustration of the level of achievement in implementing a program, activity, or policy to realize an organization's goals, vision, and mission through strategically planned efforts (Hafiz & Hariastuti, 2021) [8].

According to Arfandi and Kasran (2023) [9], performance represents both the input and output of objectives, evaluated based on the results achieved and the processes undertaken to reach specific goals. Employee performance can be identified through behaviors that demonstrate progress in learning, as well as outcomes derived from employees' mental and psychological abilities.

From these perspectives, it can be concluded that performance is the result achieved by an individual (employee) in carrying out their duties and responsibilities in accordance with the standards established by their respective company or organization.

## 2.4 Hypotheses

The study conducted by Hayati and Fitria (2018) [1] concluded that burnout has a positive influence on employee performance. Similarly, research by Almaududi (2019) [10] also found that burnout positively affects employee performance. The relationship between burnout and performance shows a positive association, meaning that when the level of

burnout increases, employee performance tends to decrease; conversely, when burnout levels are low, employee performance improves.

H1: Burnout has a positive and significant effect on employee performance at PT XYZ Medan Branch.

Research conducted by Mardiani (2021) [3] demonstrated that work-life balance has a positive influence on employee performance. Likewise, Nursoimah (2023) [11] concluded that work-life balance positively affects employee performance. The relationship between work-life balance and employee performance is assumed to be positive, as employees who maintain a healthy balance between work and personal life tend to perform better.

H2: Work-life balance has a positive and significant effect on employee performance at PT XYZ Medan Branch.

To examine the combined influence of burnout and work-life balance on employee performance, the following hypothesis is proposed:

H3: Burnout and work-life balance simultaneously have a significant effect on employee performance at PT XYZ Medan Branch.

### **3. Methods**

In this study, the population consists of all permanent employees of PT XYZ Medan Branch, totaling 262 individuals. The sampling method used is *purposive sampling*, which is a technique of selecting samples based on certain considerations or specific criteria relevant to the phenomenon being studied. Based on calculations using the Slovin formula, the minimum required sample size is 159 respondents.

Data were collected through questionnaires consisting of a series of questions designed to obtain written responses from participants. The research instrument employed a Likert scale with five categories: *strongly agree* (5), *agree* (4), *neutral* (3), *disagree* (2), and *strongly disagree* (1).

The data analysis began with instrument testing, including validity and reliability tests. This was followed by a normality test to ensure that the data for each variable were normally distributed (Ghozali, 2013) [12]. Multicollinearity and heteroscedasticity tests were then performed as part of the classical assumption tests. Subsequently, hypothesis testing was carried out using multiple linear regression analysis, *t*-test, *F*-test, and the coefficient of determination ( $R^2$ ).

Below are the results and the multiple linear regression equation that have been tested.

### **4. Results**

#### **4.1 Validity Test**

The validity test was conducted to measure whether the questionnaire used in this study is valid or not (Ghozali, 2013) [12]. With a sample size of 160, the *r*-table value used was 0.1552, with a significance level of 0.05 and degrees of freedom ( $df$ ) = 158. The results of the validity test are presented in the following table:

**Table 1.** Validity Test Results

<b>Variable</b>	<b>Item</b>	<b>R-count</b>	<b>Sig</b>	<b>R-table</b>	<b>Description</b>
<b>Burnout (X1)</b>	X1.1	0.742	0.000	0.1552	Valid
	X1.2	0.702	0.000		Valid
	X1.3	0.752	0.000		Valid
	X1.4	0.764	0.000		Valid
	X1.5	0.754	0.000		Valid
	X1.6	0.835	0.000		Valid
	X1.7	0.721	0.000		Valid
	X1.8	0.311	0.000		Valid
<b>Work-Life Balance (X2)</b>	X2.1	0.602	0.000	0.1552	Valid
	X2.2	0.587	0.000		Valid
	X2.3	0.774	0.000		Valid
	X2.4	0.738	0.000		Valid
	X2.5	0.636	0.000		Valid
	X2.6	0.419	0.000		Valid
<b>Employee Performance (Y)</b>	Y1	0.473	0.000	0.1552	Valid
	Y2	0.520	0.000		Valid
	Y3	0.518	0.000		Valid
	Y4	0.548	0.000		Valid
	Y5	0.699	0.000		Valid
	Y6	0.441	0.000		Valid
	Y7	0.712	0.000		Valid
	Y8	0.514	0.000		Valid

Based on the results above, all questionnaire items used in this study were declared valid. This can be seen from the fact that the *r*-count values for all variables—Burnout (X1), Work-Life Balance (X2), and Employee Performance (Y)—are greater than the *r*-table value (0.1552) and have significance levels below 0.05. Therefore, it can be concluded that all items are significant and possess good validity.

#### 4.2 Reliability Test

The reliability test was conducted to determine the consistency of the variables in this study when the questionnaire data are tested repeatedly. To measure the reliability of the instrument, the Cronbach’s Alpha correlation formula was used. The criterion for reliability is that the Cronbach’s Alpha value must be greater than 0.6. The results of the reliability test are presented in the following table:

**Table 2.** Reliability Test Results

Variable	Cronbach’s Alpha	Description
Burnout (X1)	0.853	Reliable
Work-Life Balance (X2)	0.677	Reliable
Employee Performance (Y)	0.664	Reliable

Based on Table 2 above, it can be concluded that the Cronbach’s Alpha values for all variables exceed 0.60. Therefore, in accordance with the criteria mentioned earlier, the reliability tests for the three variables—Burnout, Work-Life Balance, and Employee Performance—are declared reliable.

#### 4.3 Classic Assumption Test

##### 4.3.1 Normality Test

The normality test was conducted to determine whether the questionnaire data are normally distributed, approximately normal, or not normally distributed. This test was performed using the SPSS application based on the Kolmogorov-Smirnov Test.

**Table 3.** Normality Test Results

Test	Variable	Asymp. Sig. (2-tailed)
One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual	0.684

Based on the table above, the data are normally distributed because the *Asymp. Sig. (2-tailed)* value is greater than 0.05, specifically 0.684. Therefore, it can be concluded that the data collected and processed in this study are normally distributed.

##### 4.3.2 Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a correlation between the independent variables in the regression model. This test can be evaluated by examining the *tolerance* and *Variance Inflation Factor (VIF)* values. If the tolerance value is greater than 0.1 and the VIF value is less than 10.00, it indicates that there is no multicollinearity in the data.

**Table 4.** Multicollinearity Test Results

Coefficients	Collinearity Statistics	Tolerance	VIF
Burnout (X1)		0.992	1.008

Work-Life Balance (X2)	0.992	1.008
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Based on the results above, it can be concluded that there is no correlation between the independent variables, as the tolerance value is greater than 0.1 (0.992) and the VIF value is less than 10.00 (1.008). Therefore, it can be stated that no multicollinearity symptoms are present in this study.

#### 4.3.3 Heteroscedascity Test

The heteroscedasticity test was conducted to examine differences among the residuals in the regression model. A residual value represents the difference between the observed and the predicted values. This test was performed using the SPSS application. If the variance of the residuals from one observation to another remains constant, it is referred to as homoscedasticity, which indicates a good regression model.

The test used in this study is the Park Glejser method, in which the absence of heteroscedasticity is indicated when the significance value (*sig*) is greater than 0.05.

**Table 5.** Heteroscedasticity Test Results

Coefficient	
Model	Sig.
Burnout (X1)	0.213
Work-Life Balance (X2)	0.365

Based on the results presented in the table above, it can be concluded that there is no heteroscedasticity problem, as all variables have significance values greater than 0.05. The Burnout variable (X1) has a significance value of 0.213, and the Work-Life Balance variable (X2) has a significance value of 0.365. Therefore, it can be concluded that no heteroscedasticity issue occurs in the regression model, indicating that this research model is appropriate and reliable.

#### 4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to examine whether there is an influence between independent variables and the dependent variable, as well as to determine the extent of that influence. The results of this test show how much the independent variables affect the dependent variable.

**Table 6.** Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	<i>t</i>	Sig.
(Constant)	23.719	1.256		18.888	0.000
Burnout (X1)	0.229	0.026	0.579	8.871	0.000

Work-Life Balance (X2)	-0.029	0.044	-0.042	-0.647	0.519
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Based on the regression equation above, the following conclusions can be drawn:

1. The constant value is 23.719, which indicates that if both X<sub>1</sub> (Burnout) and X<sub>2</sub> (Work-Life Balance) are equal to zero, then the value of Y (Employee Performance) remains at 23.719.
2. The regression coefficient (B) for the Burnout variable (X<sub>1</sub>) is 0.229, which is positive. This means that if the value of Burnout (X<sub>1</sub>) increases by one point, the Employee Performance (Y) will also increase by 0.229, assuming the other variable (X<sub>2</sub>) remains constant.
3. The regression coefficient (B) for the Work-Life Balance variable (X<sub>2</sub>) is -0.029, which is negative. This indicates an inverse relationship between Work-Life Balance (X<sub>2</sub>) and Employee Performance (Y). In other words, for every one-point increase in X<sub>2</sub>, Employee Performance (Y) is estimated to decrease by 0.029, assuming the other variable (X<sub>1</sub>) remains constant.

#### 4.5 Hypothesis testing

##### 4.5.1 Partial Test (T Test)

The partial test (*t*-test) is used to determine the extent to which each independent variable (X) individually influences the dependent variable (Y). According to Ghozali (2013) [12], an independent variable (X) is said to have a significant effect on the dependent variable (Y) if the significance value (*Sig*) is less than 0.05.

**Table 7.** Partial Test (t-Test) Results

Model	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	<i>t</i>	Sig.
(Constant)	23.719	1.256		18.888	0.000
Burnout (X1)	0.229	0.026	0.579	8.871	0.000
Work-Life Balance (X2)	-0.029	0.044	-0.042	-0.647	0.519

Based on the calculation results shown in the table above, it can be concluded that the independent variable Burnout (X<sub>1</sub>) has a partial effect on the dependent variable Employee Performance (Y), with a significance value of 0.000 (< 0.05). Meanwhile, Work-Life Balance (X<sub>2</sub>) does not have a partial effect on Employee Performance (Y), as its significance value is 0.519 (> 0.05).

#### 4.5.2 Simultaneous Test (F Test)

The simultaneous test (*F*-test) is used to determine whether the independent variables jointly influence the dependent variable. According to Ghozali (2013) [12], if the significance value (*Sig*) is less than 0.05, it indicates that the independent variables have a simultaneous effect on the dependent variable. Conversely, if the significance value is greater than 0.05, it means there is no simultaneous or joint effect among the variables studied.

**Table 8.** Simultaneous Test (F-Test) Results

Model	Sum of Squares	df	Mean Square	<i>F</i>	Sig.
Regression	185.502	2	92.751	39.362	0.000
Residual	372.304	158	2.356		
Total	557.806	160			

Based on the data processing results presented in the table above, it can be concluded that the independent variables Burnout ( $X_1$ ) and Work-Life Balance ( $X_2$ ) jointly or simultaneously have a significant effect on the dependent variable Employee Performance ( $Y$ ), as indicated by the significance value of 0.000 ( $< 0.05$ ).

#### 4.5.3 Determination Coefficient Test ( $R^2$ )

The coefficient of determination is used to explain the extent to which the independent variables simultaneously influence the dependent variable.

**Table 9.** Coefficient of Determination (R-Square) Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.577	0.333	0.324	1.53504

Based on the results of the determination test, it can be explained that the independent variables Burnout and Work-Life Balance simultaneously explain 33% of the variation in Employee Performance, while the remaining 67% is explained by other factors not included in this study.

## 5. Discussion

### 5.1 The Effect of Burnout on Employee Performance ( $H_1$ )

From the test results, several conclusions can be drawn. Based on the first hypothesis test regarding the effect of Burnout on Employee Performance, the partial (*t*) test results shown in Table 4.13 indicate a significance value of 0.000, which is smaller than 0.05 ( $0.000 < 0.05$ ), and a *t*-value of 8.871, which is greater than the *t*-table value (1.975).

Based on these results, and according to the hypothesis testing criteria—where if the significance value is  $< 0.05$  and *t*-value  $> t$ -table, then the hypothesis is accepted—it can be concluded that  $H_1$  is accepted, meaning that Burnout ( $X_1$ ) has a partial effect on Employee Performance ( $Y$ ) at PT XYZ Medan.

The influence found is positive, meaning that the higher the burnout level ( $X_1$ ), the higher the employee performance ( $Y$ ). This implies that when employees experience higher levels

of burnout, their performance tends to increase, particularly in terms of work quantity that must be completed within a specific period.

These findings are supported by the study of Annajiyah & Abadiyah (2023) [13], which shows that burnout can significantly influence employee performance. This occurs because company targets create demands that push employees to work harder, increasing output despite fatigue. However, Pega et al. (2021) [14] emphasized that employees should not work more than 55 hours per week, as excessive working hours can lead to serious health risks.

On the other hand, this finding differs from Hayati (2018) [1], who found that burnout significantly affects employee performance negatively. A negative relationship means that higher burnout levels reduce employee performance due to declining motivation and suboptimal work quality.

### 5.2 The Effect of Work-Life Balance on Employee Performance (H2)

The second hypothesis test examined the effect of Work-Life Balance on Employee Performance using the partial ( $t$ ) test. As shown in Table 4.13, the significance value of Work-Life Balance ( $X_2$ ) is 0.519, which is greater than 0.05 ( $0.519 > 0.05$ ), and the  $t$ -value of -0.647 is smaller than the  $t$ -table value (1.975).

Based on the hypothesis testing criteria—where if the significance value is  $< 0.05$  and  $t$ -value  $> t$ -table, the hypothesis is accepted—it can be concluded that H2 is rejected. This means that Work-Life Balance does not have a partial effect on Employee Performance at PT XYZ Medan.

This result may be related to several factors that affect both employees' work conditions and personal lives, such as high work stress due to heavy workloads and the accumulation of unfinished tasks, which are the main factors influencing performance.

This finding is consistent with Kembuan (2021) [7], who found that work-life balance does not significantly influence employee performance. The study suggests that environmental factors play a more dominant role, as the physical and psychological conditions of the workplace can directly or indirectly affect employee productivity.

### 5.3 The Effect of Burnout and Work-Life Balance on Employee Performance (H3)

The results of this study show that Burnout and Work-Life Balance have a simultaneous effect on Employee Performance. This is supported by the ANOVA (F-test) results in Table 4.14, which show a significance value of  $0.000 < 0.05$  and an F-value of 39.362, greater than the F-table value (3.050).

Therefore, it can be concluded that H3 is accepted, meaning that Burnout ( $X_1$ ) and Work-Life Balance ( $X_2$ ) simultaneously influence Employee Performance ( $Y$ ) at PT XYZ Medan. This suggests that employees experiencing burnout tend to have poor work-life balance, as they struggle to maintain equilibrium between their professional and personal lives. The pressure from work can affect their personal life, and vice versa.

This finding aligns with Rahmadani et al. (2023) [15], who concluded that burnout and work-life balance jointly influence employee performance. Although work-life balance

contributes the most significant impact, burnout still exerts a measurable influence on overall performance.

## 6. Conclusion and Recommendations

### 6.1 Conclusion

1. Based on the results of the *t*-test, the Burnout ( $X_1$ ) variable has a partial influence on Employee Performance ( $Y$ ) at PT XYZ Medan, thus H1 is accepted.
2. Based on the results of the *t*-test, the Work-Life Balance ( $X_2$ ) variable does not have a partial influence on Employee Performance ( $Y$ ); therefore, H2 is rejected.
3. Based on the results of the *F*-test, it can be concluded that the variables Burnout ( $X_1$ ) and Work-Life Balance ( $X_2$ ) have a simultaneous effect on Employee Performance ( $Y$ ), thus H3 is accepted.

### 6.2 Recommendations

It is important for the company, as the object of this study, to pay attention to employees who experience high levels of burnout by finding appropriate solutions to excessive workloads and the mental burden faced in their daily tasks. It is recommended that the company set optimal yet reasonable performance targets, allowing employees to maintain both physical and mental health. Additionally, the company should conduct team gatherings or refreshing activities to help reduce the potential occurrence of burnout.

For future researchers, findings from other studies indicate that many additional factors may have a stronger influence on employee performance besides burnout and work-life balance. Therefore, future research could include other variables such as job satisfaction, work motivation, work environment, and compensation, using similar research objects. This would help refine and expand this study, contributing further to the development of knowledge in this field.

**Author Contributions:** Conceptualization, W.L.B.B. and S.P.; literature review, W.L.B.B.; methodology, W.L.B.B. and S.P.; software, W.L.B.B.; validation, W.L.B.B., and S.P.; data analysis, W.L.B.B., and S.P.; data curation, W.L.B.B.; writing original draft preparation, W.L.B.B.; writing review and editing, W.L.B.B., and S.P.; visualization, W.L.B.B.; supervision, S.P.; project administration, S.P. All authors have read and agreed to the published version of the manuscript.

**Conflicts of Interest:** The authors declare no conflict of interest.

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