

THE INFLUENCE OF WORK-LIFE BALANCE, WORKLOAD AND BURNOUT ON EMPLOYEE PERFORMANCE IN PT. SIRAJ BADAWI CUKUP RUPIAH

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Abstract

This study aims to determine the influence of work-life balance, workload, and burnout on employee performance. The research employs a descriptive quantitative method, utilizing multiple regression analysis with SPSS 26 for data processing. The sample was selected using simple random sampling, where employees from PT. Siraj Badawi Cukup Rupiah was randomly chosen to participate in the survey. A total of 369 questionnaires were distributed, with 110 respondents returning them, yielding a response rate of 29.81%. The findings can be summarized as follows: (1) Work-life balance has a positive but not significant effect on employee performance; (2) Workload has a positive and significant effect on employee performance; (3) Burnout has a significant negative effect on employee performance; (4) Work-life balance, workload, and burnout collectively have a significant impact on employee performance.

Keywords: Work Life Balance, Workload, Burnout, Performance

INTRODUCTION

As competition among companies intensifies and becomes increasingly complex, each company is required to enhance aspects related to itself to become more responsive, enabling them to sustain and grow. Improvements are needed in all aspects, particularly in human resources (Tri Satya Hardani, 2022). Enhancing the performance of a company's existing human resources is the first step a company must take to optimally manage its business (Wahyu L. H. S. & Rana F., 2022).

This is especially true for companies in the food and beverage industry, which are also not exempt from the current intense competitive environment. One such company is PT Siraj Badawi Cukup Rupiah. Therefore, PT Siraj Badawi Cukup Rupiah must focus on its human resources for the company's progress. This requires the company to have high-quality resources with optimal employee performance. Performance can be used to determine and measure whether the company's objectives are being achieved in the productivity process. Because employee performance is crucial, the company's human resources manager must ensure that it can be measured (Artikel et al., 2022).

Performance refers to the results achieved by an individual in both quality and quantity according to the responsibilities given. It is the outcome of work in terms of quality and quantity achieved by an individual in fulfilling their responsibilities (Dessler, 2009). By having highly qualified employees, the company can achieve the best performance levels (Neher & Maley, 2020). Every employee must also maintain a good work-life balance, which involves managing time between work and personal life. From an employee's perspective, work-life balance is the choice to manage work obligations and personal or family responsibilities (Wahyu L. H. S. & Rana F., 2022).

According to Lockwood (2003), Katili et al. (2021), and Afifi Luthfia et al. (2021), companies face the challenge of creating a supportive workplace culture where employees can focus on their work. The term "work-life balance" refers to the equilibrium between work life and life outside of work, such as family, social, and community activities. This balance can potentially affect employee performance.

Employee performance can also be influenced by workload. An unbalanced workload can negatively impact productivity, work quality, and the physical and mental well-being of

employees (Idayanti et al., 2020). One source of workload stress is excessive workload, which requires the company to exert more effort to complete tasks, with results depending on how individuals perceive their workload. The impact of workload can be significant, and sometimes employees are given excessive workloads (Cahyadi et al., 2023).

In addition to work-life balance and workload, burnout can also be a factor affecting employee performance. Burnout is a psychological syndrome caused by physical, mental, and emotional exhaustion, disrupting and reducing personal achievement (Almaududi, 2019). According to Pangestika Rahayu & Fauziah (n.d.), burnout is a reaction to prolonged workplace stress, leading to negative emotions due to demands and workload, among other factors, which can cause fatigue. Burnout continues to attract attention because it can result in losses for both employees and the company (Bakker et al., 2004), affecting employee performance. Therefore, this study aims to determine the influence of work-life balance, workload, and burnout on employee performance at the company.

REVIEW OF LITERATURE

Work-life Balance

According to Vyas & Shrivastava (2017), an individual is considered to have work-life balance when they have sufficient time to engage in activities such as spending time with family, relaxing, maintaining good communication with colleagues, and effectively completing their work tasks. Similarly, Zamzamy et al. (n.d.) define work-life balance as an individual's ability to manage and avoid conflicts between work and life outside of work, including family matters and other responsibilities, according to their priorities.

The dimensions of work-life balance, as described by Greenhaus et al. (2003), consist of three components: time balance, involvement balance, and satisfaction balance. Ricardianto (2018) further categorizes these dimensions into four aspects: 1) WIPL (Work Interference with Personal Life); 2) PLIW (Personal Life Interference with Work); 3) PLEW (Personal Life Enhancement of Work); and 4) WEPL (Work Enhancement of Personal Life).

Workload

According to Nurwahyuni (2019), workload is the amount of work assigned, based on the product of work capacity and the amount of time required to be fulfilled by a unit or position within an organization. Dhania (2010) states that workload refers to the number of

tasks performed by employees, which require mental processes and the ability to complete these tasks within a specified timeframe. This aligns with Sunarso & Kusdi's (2010) statement that workload represents the responsibilities that employees must undertake to achieve work results.

The dimensions of workload according to Koesmowidjojo & Suci R. Marih (2017) are: 1) Working Conditions: All aspects that affect how employees feel about their work environment, whether they are happy or dissatisfied; 2) Time Utilization: How work time is managed to complete tasks assigned by the company, both during and outside working hours; 3) Targets to be Achieved: The goals that all employees must meet based on the tasks assigned to them.

Burnout

Samosir et al. (2021) define burnout as a state of physical, mental, and emotional exhaustion caused by prolonged stress in environments demanding high personal success standards and emotional pressure. Rehman et al. (2017) describe burnout as occurring when there is a discrepancy between what individuals expect and what they receive, leading to decreased concentration and negative behaviors that can result in reduced dedication, commitment, and performance. Burnout can cause fatigue, mood swings, irritability, and a decline in performance (Made Pradnya Dhaniswari, 2024). The dimensions of burnout include physical exhaustion or lack of energy, emotional exhaustion, lack of self-actualization, and depersonalization.

Employee Performance

Employee performance is the ability of an employee to carry out specific skills (Sinambela, 2019). It is crucial for determining how well an employee can complete the tasks assigned to them. High employee performance is essential for the smooth operation of a business or organization (Yolanda et al., 2022). Good employee performance includes a high quality of work life. Involving employees in decision-making processes helps them feel more responsible and in control of decisions, as they participate in the process (Badrianto & Ekhsan, 2021).

The Influence of Work-Life Balance on Employee Performance

Work-life balance is a way for workers to lead a healthy and fulfilling lifestyle, which can positively impact their performance levels (Larasati & Hasanati, 2019). Balancing personal life and work is crucial to ensure both individual employee performance and the overall performance of the organization (Cegarra-Leiva et al., 2012). This statement is supported by research from Mardiani & Widiyanto (2021) and WOLOR et al. (2020), which found that work-life balance affects employee performance.

H1: There is an influence of Work-Life Balance (X1) on Employee Performance (Y)

The Influence of Workload on Employee Performance

Every organization needs to evaluate or assess the capabilities of its employees before setting workload levels, as the workload can fundamentally affect employee performance, potentially leading to a decline in performance (Norawati et al., 2022). Rolos et al. (2018) state that an optimal workload can enhance employee performance. However, excessively high workloads can decrease employee performance (Huda et al., n.d.).

H2: There is an influence of Workload (X2) on Employee Performance (Y)

The Influence of Burnout on Employee Performance

Burnout can have a significant impact on both individuals and organizations, particularly affecting employee performance (Hayati & Fitria, 2018). The more work pressure employees experience, the more likely they are to suffer from burnout, which in turn reduces their performance (Yeni & Niswati, 2012). Employees who experience low levels of burnout can complete their tasks efficiently without relying on colleagues, thus maximizing their performance (Warda et al., n.d.).

H3: There is an influence of Burnout (X3) on Employee Performance (Y)

The Influence of Work-Life Balance, Workload, and Burnout on Employee Performance

Work-life balance is a state where the demands of work and personal life are balanced (Di Apriyanti et al., 2021). This concept aligns with the statement by Ischevell et al. (n.d.), who define work-life balance as the equilibrium between an individual's work and personal life. This balance is essential for improving job performance in the workplace.

Similarly, workload can influence employee performance. While a high workload can increase performance, an excessive workload can prevent employees from completing tasks because their capacity and abilities do not meet the demands (Warda et al., n.d.). The workload imposed by the company and the resulting pressure can lead to burnout or physical exhaustion among employees, thus affecting their performance. According to Genta et al. (2023), burnout is a state where an individual feels physically, emotionally, and mentally exhausted due to working in a highly demanding emotional environment. This condition leads to decreased workplace performance.

Based on the above statements, it can be concluded that work-life balance, workload, and burnout collectively influence employee performance. This is consistent with the research conducted by Wahyu Lely Hana Setyanti & Rana Fagastia, which found that the balance between personal life and work, the workload imposed by the company, and the level of burnout among employees all affect their performance.

H4: There is an influence of Work-Life Balance (X1), Workload (X2), and Burnout (X3) on Employee Performance (Y)

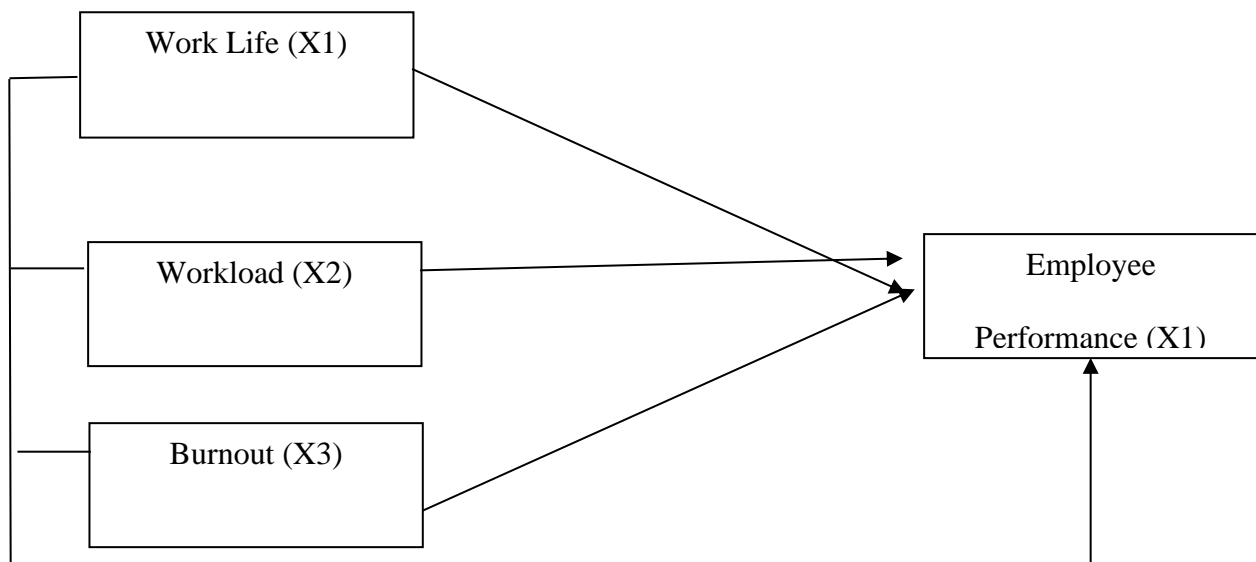


Figure 1
Conceptual Framework

Hypotheses:

- H1: Work-life balance affects employee performance.
- H2: Workload affects employee performance.
- H3: Burnout affects employee performance.
- H4: Work-life balance, workload, and burnout collectively affect employee performance.

RESEARCH METHOD

This research uses a quantitative approach to collect data at PT. Siraj Badawi Enough Rupiah. The quantitative method was taken because it is a scientific approach used to collect, analyze, and interpret numerical data and can consider accuracy in assessing the relationship between independent variables and dependent variables. The sampling method is simple random sampling. Samples will be randomly selected from the population to take part in the survey. So, PT employees were taken. Siraj Badawi Enough Rupiah, the questionnaire was distributed to 369 employees, and only 110 respondents returned the questionnaire or the survey response rate was 29.81%.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1
Characteristics of Respondents

Characteristics	Frequency	Percentage
Length of work		
< 5 years	57	51.8%
5 -9 years	22	20,0%
10-14 years	26	23.6%
15-19 years	5	4.5%
> 20 years	0	0%
Total	110	100%
Level of education		
SD	6	5,5%
SLTP	4	3,6%
SLTA	26	23,6%
D3	7	6,4%
S1	66	60%
S2	1	0,9%
Total	110	100%

The results of percentage calculations from respondent data concluded that the data from the majority of respondents had a work period of < 5 years, namely 57 respondents (51.8%), and the lowest had a work period of 15-19 years, namely 5 respondents (4.5%). Then the second characteristic is related to education level. Where it can be concluded that

the data from the majority of respondents have a Bachelor's (S1) education level, namely 66 (60%) and the lowest is in the Masters (S2) category, namely 1 respondent (0.9%).

Validity Test

Table 2
Validity Test

Variabl2	Indicator	significant	A	Information
Work-Life Balance (X1)	X1.1	0.000	0.05	VALID
	X1.2	0.000	0.05	VALID
	X1.3	0.000	0.05	VALID
	X1.4	0.000	0.05	VALID
	X1.5	0.000	0.05	VALID
	X1.6	0.000	0.05	VALID
Workload (X2)	X2.1	0.000	0.05	VALID
	X2.2	0.000	0.05	VALID
	X2.3	0.000	0.05	VALID
	X2.4	0.000	0.05	VALID
	X2.5	0.000	0.05	VALID
	X2.6	0.000	0.05	VALID
Burnout (X3)	X3.1	0.000	0.05	VALID
	X3.2	0.000	0.05	VALID
	X3.3	0.000	0.05	VALID
	X3.4	0.000	0.05	VALID
	X3.5	0.000	0.05	VALID
	X3.6	0.000	0.05	VALID
	X3.7	0.000	0.05	VALID
	X3.8	0.000	0.05	VALID
	X3.9	0.000	0.05	VALID
Performance (Y)	Y1	0.000	0.05	VALID
	Y2	0.000	0.05	VALID
	Y3	0.000	0.05	VALID
	Y4	0.000	0.05	VALID
	Y5	0.000	0.05	VALID
	Y6	0.000	0.05	VALID
	Y7	0.000	0.05	VALID
	Y8	0.000	0.05	VALID
	Y9	0.000	0.05	VALID
	Y10	0.000	0.05	VALID
	Y11	0.000	0.05	VALID

Source: Results of data management using SPSS, 2024

Based on the results of the validity test above, it is known that the variable indicator is declared VALID because it has a sig value < 0.05.

Table 3
Reliable Statistic
Cronbach's

Variable	Alpha	Criteria	Information
Work-Life Balance (X1)	0.762	0.7	Reliable
Workload (X2)	0.758	0.7	Reliable
Burnout (X3)	0.788	0.7	Reliable
Performance (Y)	0.748	0.7	Reliable

Source: Results of data management using SPSS, 2024

Based on the reliability test results above, it is known that the Cronbach's alpha value for the work-life balance variable is 0.762, the Cronbach's alpha value for the workload variable is 0.758, the Cronbach's alpha value for the burnout variable is 0.788, the Cronbach's alpha value for the performance variable is 0.748. This shows that all variables are declared reliable because they have a Cronbach's alpha value above 0.7.

Multiple Regression Test

Table 4
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.926	3.722		8.040	.000
	Total_X1	.363	.215	.247	1.689	.094
	Total_X2	.586	.217	.442	2.704	.008
	Total_X3	-.204	.095	-.364	-2.148	.034

a. Dependent Variable: TOTAL_Y

Based on the Coefficients table above, it is known that the Worklife regression coefficient value is 0.363, this means that work-life has a positive influence on employee performance. Furthermore, the Workload regression coefficient value is 0.586, which means workload has a positive influence on employee performance. The Burnout regression coefficient value is -0.204, which means that burnout has a negative influence on employee performance.

It is known that the sig value of the work-life balance variable is $0.094 > 0.05$, this means that there is no significant effect between work-life balance on employee performance. Meanwhile, other variables are known to have a sig value < 0.05 so it can be concluded that they have a significant influence on employee performance.

Table 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.388 ^a	.151	.127	4.449

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

Based on the results of the statistical tests above, it is known that the coefficient of determination of the work-life balance, workload, and burnout variables on performance is 0.127, this means that there is an influence between work-life balance, workload, and burnout on performance of 12.7%.

Table 6
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	372.584	3	124.195	6.274	.001 ^b
	Residual	2098.179	106	19.794		
	Total	2470.764	109			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), Total_X3, Total_X1, Total_X2

Based on the ANOVA table above, it is known that the Sig value is $0.01 < 0.05$, so it can be concluded that there is a significant influence between work-life balance, workload, and burnout on employee performance.

The Effect of Work-Life Balance on Employee Performance

The research results show that the work-life balance variable has a positive but not significant influence on performance. Researchers found that the majority of PT. Siraj Badawi Sufficient Rupiah lives close to the company location. So, employees don't need a lot of time to go to and from the company. This is thought to be the reason why employees are still able to balance their role as part of the company (employee) as well as their domestic role (private life).

This research is supported by (Yuwana Irwandi & Sanjaya, 2022) that there is a positive but not significant influence between work-life balance on employee performance.

Even though it has an insignificant effect, work-life balance has a positive influence on employee performance. This shows that although there is a slight increase in the performance of employees who have a good work-life balance, the increase is not large enough to be considered a significant improvement. However, this is not in line with the results of previous research conducted (Arifin & Muharto, 2022) where their research showed that there was a significant positive influence between work life balance on employee performance. Likewise, the results of research by (Adhitarma & Adnyani, 2023) in their research tested the influence variables of work-life balance, job satisfaction, and work stress on employee performance at the Denpasar City Population and Civil Registration Service with research results showing that work-life balance had an effect positive and significant on employee performance. Furthermore, the results of previous research by (Hikmah & Lukito,) stated that work-life balance had a significant positive effect on the performance of PT PLN (Persero) UP2B Sumbagteng employees.

In theory, work-life balance and employee performance are such that the two must be in harmony. If an employee feels that their work has interfered with their personal life or personal affairs, or if there is no balance between the two, they may decide to leave their job. This can lead to a lack of motivation and decreased performance. However, this does not have to be the case because many factors influence employee performance.

The Effect of Workload on Employee Performance

Workload has a positive and significant influence on employee performance at PT. Siraj Badawi Enough Rupiah. So, it can be seen that a high workload can influence employee performance, this is supported by research (Yuliantini & Suryatiningsih, 2021) at PT. ISS Indonesia, where the workload on employee performance has a positive and significant influence, shows that an increase in the workload given to employees can increase employee performance.

Likewise, the results of research by. (Neksen et al., 2021) When employees are given more workload, their performance can be improved. However, too much workload can cause physical and mental fatigue as well as emotional reactions such as headaches, digestive problems, and anger. Meanwhile, too little work occurs because reduced movement will cause boredom.

Furthermore, the results of previous research by (Gobel et al., 2023) at PT. Alfamart. With a high workload, employees become more accustomed to working, completing complex tasks, and working according to procedures. On the other hand, if employees are not used to their workload, do not do it well, or do not do it according to procedures, their performance will be poor, resulting in company goals not being achieved.

The Effect of Burnout on Performance

The results of this research show that burnout has a significant negative effect on employee performance. If the level of employee burnout is low, then the performance of employees at the company PT Siraj Badawi will be high. These results are following research conducted by (Made Pradnya Dhaniswari, 2024b) which stated that burnout had a significant negative effect on employee performance. Likewise with research conducted (Bahwiyanti & Pancasetia Banjarmasin College of Economics, 2023) at PT. Pamapersada Nusantara Site Aria in Tanah Bumbu Regency stated that the lower the burnout, the better the employee's performance.

Employees who experience burnout tend to experience a decline in performance as well as loss of motivation, decreased quality of work, and mental and physical health problems. So, attention is needed to support and manage a reasonable workload. These efforts not only help employees recover from burnout but also improve overall performance and well-being at work.

The Influence of Work Life, Workload, and Burnout on Employee Performance

Based on the results above, it was found that work life, workload, and burnout have a significant influence on employee performance. The results of this research are supported by previous research conducted by (Wahyu Lely Hana Setyanti & Rana Fagastia, n.d.). These three variables are interrelated and have a significant influence on employee performance. A good work-life balance can help reduce excessive workload and prevent burnout, while a well-managed workload can encourage employees to work more effectively without causing burnout, and employees who do not experience burnout tend to have higher energy and the ability to focus on their tasks. This increases work efficiency and employee performance.

CONCLUSION

Based on the results of data analysis, hypothesis testing, and discussion presented in the previous chapter, it can be concluded that work-life balance has a positive impact on employee performance, but the effect is not significant. This means that although work-life balance is important for employee well-being, this factor does not have a strong direct impact on improving performance.

Workload has a positive and significant influence on employee performance. This shows that a well-managed workload can increase employee motivation and productivity, thereby improving their overall performance.

Burnout has a significant negative impact on employee performance. Burnout, caused by prolonged stress and excessive pressure, can drastically reduce employee productivity and performance.

Worklife, workload, and burnout have a significant influence on employee performance. This shows that a good work-life balance, ensuring a balanced workload, and preventing burnout are the keys to improving employee performance. Companies that pay attention to these factors will usually have happier, healthier employees, and higher levels of employee performance.

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