

## THE EFFECT OF WORK-LIFE BALANCE AND BURNOUT ON THE PERFORMANCE OF GENERATION Z EMPLOYEES



**Intan Nia Selvia<sup>1</sup>**

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[nianiatan255@gmail.com](mailto:nianiatan255@gmail.com)

**Astri Wahyu Ningsih<sup>2</sup>**

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[astriwahyuningsih4@gamil.com](mailto:astriwahyuningsih4@gamil.com)

**Bachrudin Syahroni<sup>3</sup>**

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[sy.bach.47@gmail.com](mailto:sy.bach.47@gmail.com)

**Moh Yudi Mahadianto<sup>4</sup>**

Universitas Swadaya Gunung Jati, Cirebon, Indonesia  
[mohyudim@ugj.ac.id](mailto:mohyudim@ugj.ac.id)

---

### Abstract

This research examines how work-life balance and burnout influence the performance of workers from Generation Z. A quantitative research methodology was employed, particularly through a survey technique. Data was gathered using questionnaires sent to Generation Z employees across different sectors. The findings reveal that a positive work-life balance enhances employee performance, whereas burnout significantly detracts from it. Consequently, companies should establish policies that promote work-life balance and develop strategies to alleviate burnout, thus enhancing employee productivity and overall well-being.

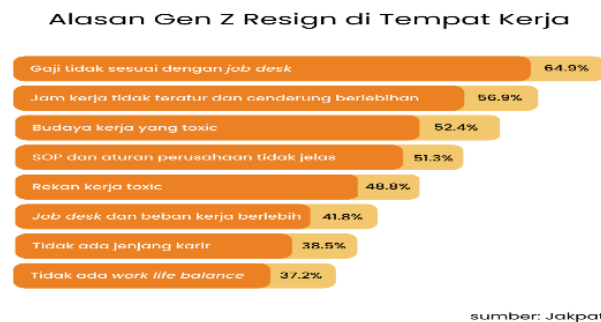
**Keywords:** Employee Performance, Burnout, Work-Life Balance, Generation Z

## INTRODUCTION

Generation Z, individuals born from 1997 to 2012, is entering the job market with desires for a healthy work-life balance, adaptable schedules, and a supportive work environment. However, the reality of the workplace—marked by significant responsibilities, rigid hours, and pressure to achieve goals—frequently results in both physical and emotional exhaustion. In developed countries such as the United States, the United Kingdom, and Australia, Generation Z is increasingly advocating for the importance of mental health. Studies suggest that organizations providing flexibility in work and mental health resources can improve their performance and enhance employee satisfaction. In contrast, in Indonesia, Gen Z remains largely entrenched in a conventional work culture that values long working hours and rigid hierarchies, making them more susceptible to burnout. However, some companies that have started to implement flexible work options and focus on mental health have noticed an improvement in productivity and job satisfaction among Gen Z employees. The term "performance" originates from the idea of "job performance," which refers to how effectively and efficiently a worker accomplishes their tasks while meeting their responsibilities. (Dhaniswari & Sudarnice, 2024).

Work-life balance pertains to the level of satisfaction individuals experience while managing their professional and personal responsibilities. (Imaningtyas et al., 2024). (Chen et al., 2023) Burnout greatly impacts employee productivity and mental well-being, especially among Generation Z, who prioritize achieving a balance between work and personal life. It plays a vital role in influencing employee performance. Burnout is especially prevalent in public service positions. Job-related stress is closely linked to burnout and is frequently observed in jobs that demand a high level of emotional engagement.

The impact of work-life balance and burnout on the performance of Gen Z workers is especially significant in today's environment, as this generation prioritizes healthy work-life integration. Recognized for their strong connection with technology, Gen Z individuals seek flexibility and opportunities to thrive in their careers while also balancing their personal lives. (Suhandi & Gularso, 2024)



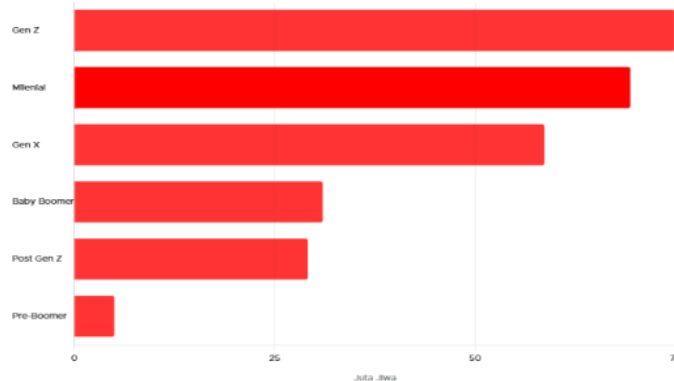
**Figure 1.**  
**Reasons why Gen Z resigns from the workplace**

Source: hiredtoday.com

Based on global data and the Data Indonesia survey (2023), around 37.2% of Generation Z leave their jobs due to a lack of work-life balance, while 56.9% face irregular working hours that exceed standard limits, potentially resulting in burnout. Generation Z is placing a greater emphasis on having more vacation days, the option to work remotely, and

a company's commitment to social and environmental initiatives to achieve a better work-life balance.

As the largest group within the workforce, Gen Z is crucial for the success of organizations. The 2020 census shows that Gen Z accounts for 27.94% of Indonesia's total population, which is roughly 75.49 million people. Therefore, it is essential for companies to understand and adapt to the work preferences of Gen Z to improve their performance and retain employees



**Figure 2.**  
**Total Population by Generation**  
Source: BPS Census

Predictions indicate that Generation Z will play a significant role in the workforce in the coming ten years, and their involvement is expected to enhance Indonesia's economic growth (Ministry of Communication and Information, 2022). In light of this information, the author emphasizes the importance of studying Generation Z, as they constitute the largest demographic group in Indonesia consists of individuals from Generation Z, who are increasingly becoming part of the workforce. A significant number of Generation Z workers are resigning from their positions due to concerns regarding inadequate work-life balance, along with inconsistent findings from earlier studies about the links between work-life balance, burnout, and employee performance. This situation led the author to undertake this research, aimed at providing a fresh perspective by examining the relationships among work-life balance, burnout, and the performance of Generation Z employees in an ever-changing work environment. By establishing a comprehensive framework that accounts for the mediating role of organizational policies, this study aspires to propose innovative strategies for minimizing burnout and improving work-life balance. The outcomes of this research are anticipated to aid organizations in comprehending the specific requirements of Generation Z while also making a practical contribution to the development of more inclusive and adaptable human resource management practices.

## REVIEW OF LITERATURE

### Work-Life Balance

Based on Wulantika et al. (2024) and Rony & Yulisyahyanti (2022) Achieving a balance between work and personal life means that individuals can engage equally in and

feel fulfilled by their duties both at work and in their private lives. Reaching this equilibrium requires establishing a harmonious connection between job obligations and personal passions, such as hobbies, family interactions, and social activities. Recognizing the value of this balance motivates organizations to adopt initiatives that promote healthier and more efficient work environments. Work-life balance refers to an individual's capability to successfully distribute their attention and responsibilities across their professional and personal spheres. This balance is achieved through meaningful involvement in diverse roles and organizational support via positive programs and workplace cultures. The importance of maintaining this balance is vital, as it has a direct impact on employees' working conditions and the continual success of the organization. (Mardikaningsih & Arifin, 2022) (Waworuntu et al., 2022), According to (Sari et al., 2021) (Agustina et al., 2023) achieving a balance between work and personal life entails effectively overseeing the various responsibilities linked to both professional and personal spheres to create a sense of stability. This idea incorporates elements such as time management, prioritization, and ensuring harmony between work and home life is crucial. Personal endeavors significantly contribute to this balance. Hence, work-life balance can be described as an individual's capacity to distinguish and manage their work and personal obligations sustainably and efficiently. The support from organizations in facilitating this balance is essential for promoting job satisfaction, boosting productivity, and ensuring long-term employee retention. Indicators of work-life balance, according to McDonald and Brown (2015), include time balance, involvement balance, and satisfaction balance.

H1: Work-life balance has a significant effect on employee performance

### **Burnout**

According to Julianti and Mardianty (2024) and Rachman et al. (2022), Burnout refers to a mental state that arises from ongoing emotional strain and work-related pressure, impacting individuals' physical, mental, and emotional health. This phenomenon can impair a person's ability to complete tasks efficiently, create feelings of disconnection, and negatively influence relationships and job performance. In a work environment, burnout can lead to decreased productivity, the emergence of conflicts, and a deterioration in individuals' overall well-being, as highlighted by (Shinta & Laily, 2020) Burnout is characterized by a profound state of physical, mental, and emotional fatigue that arises from prolonged stress in environments demanding significant emotional investment. This condition is further defined by the emergence of a cynical outlook and a diminished ability to tackle challenges. According to Rahmawati et al. (2022) and Alfian & Hartono (2023), Work burnout describes a condition where individuals find their energy, efficiency, and productivity diminished due to excessive workload. This condition is characterized by slow reactions, chronic exhaustion, and challenges in completing tasks effectively, ultimately leading to a decrease in overall performance. It can be understood that work burnout encompasses both mental and physical aspects that arise from extended stress linked to demanding workloads and a job environment that necessitates significant emotional involvement. This burnout influences a person's energy levels, output, effectiveness, and ability to finish tasks, which can result in feelings of skepticism, monotony, conflict, and a deterioration of overall personal well-being. Signs of burnout according to Baron and Greenberg (Meilia et al., 2023). Physical exhaustion, Emotional exhaustion, Mental exhaustion, and low personal accomplishment

H2: Burnout has a significant effect on employee performance

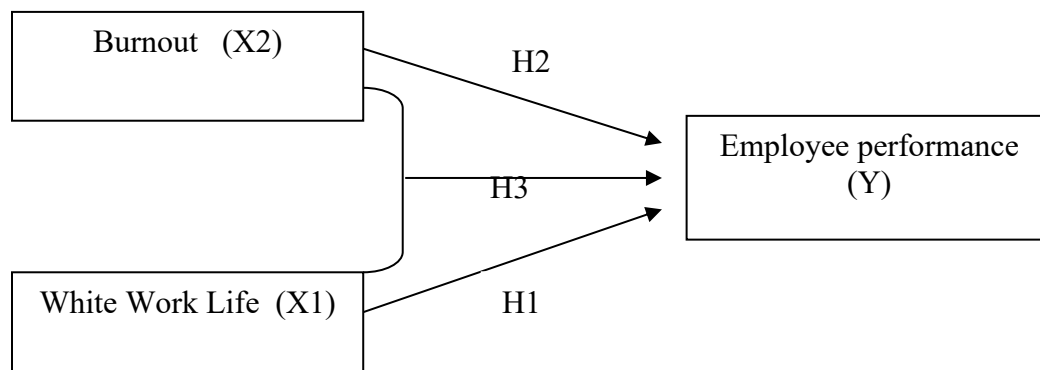
### Employee performance

According to Fath et al. (2023), Performance denotes the utmost effort put forth by employees to achieve satisfactory work results. Finishing a task can have a beneficial impact on both individual employees and their overall work environment. According to (Gultom and Liyas 2023), Employee performance pertains to the accomplishments an individual reaches based on the responsibilities they fulfill to aid the organization's objectives within a designated timeframe. This performance is manifested through concrete actions that correspond to their position within the company. Work burnout is a physical and psychological state that develops from prolonged stress, resulting from both significant job demands and a work environment that necessitates continual emotional investment. The consequences of this state include diminished energy, lower work efficiency, and the inability to finish assignments, which can result in apathy, negative outlooks, conflicts with colleagues, and a decrease in personal well-being. (Ramdhani, 2021).

According to Muzapar and Muttaqiyathun (2024), Asari (2022), and Mardiani (2021), Performance describes the ability of individuals or teams to meet their job duties in accordance with established standards, as evidenced by the results they achieve in both quality and quantity. It not only indicates success in completing tasks assigned but also ensures that relevant regulations, ethics, and standards are upheld. The outcomes of performance act as a measure of the contribution made towards the larger goals of the organization. In summary, performance is the result of individuals or teams' efforts in completing tasks based on specific criteria, concerning both quality and quantity, aimed at achieving organizational objectives. Job burnout can adversely affect performance by impacting energy levels, focus, and overall productivity. There are three indicators of employee performance according to Wibowo (2013):

- 1 Presence
- 2 Teamwork and
- 3 Self-Development.

H3: Work-life balance and burnout have a significant effect on employee performance.



**Figure 3.**  
**Conceptual Framework**

### **Hypothesis:**

H1 : There is an effect of work life balance (X1) on Employee Performance (Y)

H2 : The effect of burnout (X2) on employee performance (Y)

H3: The Effect of Work-Life Balance and Burnout Simultaneously on Employee Performance

### **RESEARCH METHOD**

This research utilizes a quantitative approach, collecting responses from a sample of 100 individuals from Generation Z (those born between 1997 and 2012) employed across different sectors. Data was obtained through an online survey created with a Likert scale (1–4), using platforms such as Google Forms for distribution. The study is based on a quantitative framework that is rooted in positivist philosophy, concentrating on confirming hypotheses through statistical analysis of the data gathered from the target population and samples employing specific research instruments (Sugiyono, 2020). This research explored the connection between work-life balance and burnout in relation to the performance of Generation Z employees, employing specific research tools.

#### **Population and Sample**

According to Mahadianto et al. (2020A) a population acts as an analytical unit characterized by unique traits that differentiate it from other groups, in addition to being the location where data is collected and evaluated. The study concentrated on employees from Generation Z, defined as those born between 1997 and 2012.(Mahadianto et al., 2020) A sample consists of a segment of a population selected using a sampling technique that preserves the key characteristics of the overall set. The aim of purposive sampling in the selection of samples is to obtain representative samples based on predetermined criteria. The factors used for selecting samples in this study include:

1. Age Category: Individuals born between 1997 and 2012, who are now between 11 and 26 years old. This study will focus specifically on those already participating in the workforce, especially those aged 18 to 26 years.
2. Employment Status: Individuals presently engaged in work, whether on a full-time, part-time, or freelance basis for an organization or company. This category encompasses those who began their professional journey during college or right after finishing their studies.
2. Individuals across various fields, including technology, education, healthcare, and services, are engaged to gain a more profound insight into work-life balance and burnout.

The study is primarily focused on Generation Z, although the exact number of participants is uncertain. The objective of the research is to collect 100 responses, using a formula (Hair et al., 2014) that incorporates a 10 x 10 indicator matrix. This methodology utilizes a questionnaire to test hypotheses based on data from the selected sample, aiming to gather details about beliefs, opinions, characteristics, behaviors, and the interactions among variables. The survey was conducted with Generation Z employees Data analysis was conducted using multiple linear regression in SPSS software version. 25.

**RESULTS AND DISCUSSION**

**Validity Test**

**Table 1.**  
**Validity Test**

<b>Variable</b>	<b>r count</b>	<b>R Table 5%(100)</b>	<b>Sig</b>	<b>Sicily</b>
X1.1	0,417	0,1946	0,000	Valid
X1.2	0,622	0,1946	0,000	Valid
X1.3	0,643	0,1946	0,000	Valid
X1.4	0,650	0,1946	0,000	Valid
X1.5	0,601	0,1946	0,000	Valid
X1.6	0,568	0,1946	0,000	Valid
X2.1	0,571	0,1946	0,000	Valid
X2.2	0,431	0,1946	0,000	Valid
X2.3	0,642	0,1946	0,000	Valid
X2.4	0,397	0,1946	0,000	Valid
X2.5	0,510	0,1946	0,000	Valid
X2.6	0,607	0,1946	0,000	Valid
Y1	0,575	0,1946	0,000	Valid
Y2	0,619	0,1946	0,000	Valid
Y3	0,596	0,1946	0,000	Valid
Y4	0,687	0,1946	0,000	Valid
Y5	0,756	0,1946	0,000	Valid
Y6	0,658	0,1946	0,000	Valid

Source: SPSS Data Processing Results, 2025

Based on the information shown in Table 1, it is evident that every question item has an r-value exceeding 0.5, which is significant at the 5% level. As a result, we conclude that all question items are considered valid.

**Reliability Test**

**Table 2.**  
**Reliability test**

<b>Variable</b>	<b>Reliability</b>		<b>Conclusion</b>
	<b>Alpha Cronbach</b>	<b>Criteria</b>	
Work-Life Balance (X1)	0,819	0,6	reliably.
Burnout (X2)	0,777	0,6	Reliable
Employee Performance (Y)	0,857	0,6	reliably.

Source: SPSS Data Processing Results, 2025

Every variable has a Cronbach's alpha that is positive yet lower than 0.6. As a result, the variables of burnout (X1), work-life balance (X2), and employee performance (Y) are considered reliable.

**Multiple Linear Regression Test**

**Table 3.**  
**Multiple Linear Regression Test**  
**Coefficient**

Type	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-11.030	2.445		-4.511	.000
X1	.807	.109	.504	7.401	.000
X2	.749	.106	.482	7.072	.000

a. Dependent Variable: Y

Source: SPSS Data Processing Results, 2025

According to the results obtained from SPSS, the derived regression equation is:

$$Y = -11.030 + 0.807X1 + 0.749X2 \dots\dots\dots (1)$$

- Constant (-11.030): When the values of both independent variables (X1 and X2) are set to zero, the predicted value of Y is -11.030.
- X1 Coefficient (0.807): A one-unit rise in the X1 variable is anticipated to lead to a 0.807-unit increase in Y, assuming that the X2 variable remains unchanged.
- X2 Coefficient (0.749): A one-unit increase in the X2 variable will produce a 0.749-unit increase in Y, as long as the X1 variable stays constant.

**T Test**

**Table 4. T test**

**Coefficients<sup>a</sup>**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11.030	2.445		4.511	.000
	X1	.807	.109	.504	7.401	.000
	X2	.749	.106	.482	7.072	.000

b. Dependent Variable: Y

Source: SPSS Data Processing Results, 2025

From the information shown in the table, a remarkable value is highlighted. The work-life balance (X1) shows a significance level of 0.000. This is demonstrated by the t count for work-life balance (X1), where the t count exceeds the t table at  $7.401 > 1.660$ , leading to the rejection. The results indicate that the variable X1 significantly influences Y. Similarly, burnout (X2) shows a noteworthy level of 0.000, as evidenced by the t count for work-life balance (X1), where the t count exceeds the t table, with  $7.072 > 1.660$ , which results in the rejection of H0. This means that the X2 variable has a substantial effect on Y.

**F Test**

**Table 5.**  
**F Test**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1697.962	2	848.981	61.624	.000 <sup>b</sup>
	Residual	1336.343	97	13.777		
	Total	3034.306	99			

- a. Dependent Variable: Y
- b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results, 2025

The F-test assesses whether the independent variables have a significant impact on the dependent variable as a whole. Since the F-count of 61.624 exceeds the F-table value of 3.09, and the significance level of 0.000 is below 0.05, we reject the null hypothesis (H<sub>0</sub>). Consequently, we can conclude that both work-life balance (X<sub>1</sub>) and burnout (X<sub>2</sub>) significantly affect employee performance (Y) in combination.

**Determinant Coefficient Test**

**Table 6.**  
**Determinant Coefficient Test**  
**Model Summary**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748a	.560	.551	3.71170

- a. Predictors: (Constant), TRANS\_X2, TRANS\_X1
- Source: SPSS Data Processing Results, 2025

According to the test outcomes presented, the coefficient of determination (R<sup>2</sup>) indicated in the R-squared column is 0.560. This figure reflects the extent to which work-life balance and burnout influence employee performance, accounting for 56% of the variance. The other 44% is influenced by different factors that are not covered in this study.

**The Effect of Work-Life Balance on the Performance of Gen Z Employees**

The findings suggest that maintaining a balanced work-life dynamic greatly boosts the productivity of Gen Z employees, which is consistent with earlier research results.(Badrianto, 2021) A study conducted on the employees of PT YAUP in Cikarang produced comparable outcomes to this research, particularly demonstrating a positive relationship between work-life balance and employee performance while using the same variables.

While we wait for additional analysis, the conclusions of this study do not align with the results obtained. According to Agustian et al. (2024), research conducted by PT. Siraj Badawi, titled "Sufficient Rupiah," suggests that even though work-life balance positively affects performance, this effect is not considerable, as many employees reside near their workplaces, making commuting a minor issue.

### **The effect of burnout on the Performance of Gen Z employees**

The findings of this research indicate that burnout significantly impacts the performance of Gen Z employees, with higher levels of burnout leading to decreased performance. These results are consistent with numerous earlier studies, although they contrast with other research that has yielded comparable outcomes (Astiti, 2020). A research study carried out at Kardinah Tegal Hospital's Emergency Installation indicates that burnout has a significant negative impact on employee performance. As burnout levels rise, performance generally decreases, particularly in high-stress settings such as healthcare. Nonetheless, the results of this study do not correspond with the findings noted in ( June 2018) Research carried out A study conducted at BMT El-Munawar Medan shows that burnout has a considerable effect on both people and organizations, leading to lowered motivation, heightened stress levels, and interruptions in productivity as well as the attainment of organizational objectives.

### **The effect of work-life balance and burnout on the Performance of Gen Z employees**

The findings indicate that work-life balance and burnout significantly affect employee performance, consistent with earlier studies that establish a connection between these factors and performance results. Achieving a proper balance can help avert burnout and enhance productivity, whereas increased levels of burnout can adversely affect job performance. In conclusion, these two factors exhibit an inverse correlation with performance (Dhaniswari & Sudarnice, 2024).

## **CONCLUSION**

In today's work environment, achieving a balance between professional responsibilities and personal life is essential to the productivity of Generation Z employees, as well as preventing burnout. Studies indicate that a healthy work-life balance contributes positively to performance, whereas burnout has detrimental effects. As a result, organizations should implement measures to foster work-life balance, including flexible working arrangements, equitable distribution of workloads, and mental health resources, to boost productivity and lower turnover rates among Generation Z workers.

## **REFERENCES**

- Agustian, P., Fadli, H. M., Faturahman, M. F., & Sunimah, S. (2024). The Influence of Work-Life Balance, Workload and Burnout on Employee Performance in PT. Siraj Badawi Cukup Rupiah. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(1), 730–746.
- Agustina, A. T., Ali, S., Supriadi, Y. N., & Maryam, S. (2023). *Pengaruh Kelelahan Kerja , Keseimbangan Kehidupan Kerja , dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Operator SPBU Pertamina 34-15312 Serpong*. 6, 108–119.
- Alfian, R. D., & Hartono, B. (2023). *Pengaruh Kebosanan dan Kelelahan Kerja Sumber Daya Manusia Terhadap Kinerja Karyawan PDAM Tirta Bhagasasi Bekasi*. 2(1), 63–71.
- Asari, A. F. (2022). Pengaruh Work-Life Balance terhadap Kinerja Karyawan melalui Kepuasan Kerja pada BPJS Ketenagakerjaan Kantor Cabang Surabaya Karimunjawa. *Jurnal Ilmu Manajemen*, 843–852.

- Astiti, I. W. (2020). *Jurnal Keperawatan Muhammadiyah Pengaruh Burnout Terhadap Kinerja Perawat Di Instalasi Intensive Care RSUD Kardinah Tegal. September*, 113–120.
- Badrianto, Y. (2021). *Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. 4(2)*, 952–962.
- Chen, X., Masukujjaman, M., Mamun, A. Al, & Gao, J. (2023). *Modeling the significance of work culture on burnout, satisfaction, and psychological distress among the Gen-Z workforce in an emerging country. 1–12*. <https://doi.org/10.1057/s41599-023-02371-w>
- Dhaniswari, N. M. P., & Sudarnice, S. (2024). Pengaruh Work-Life Balance dan Burnout terhadap Kinerja Karyawan Gen Z di Kota Denpasar. *ASSET: Jurnal Manajemen Dan Bisnis*, 7(1).
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106–121.
- Imaningtyas, G., Brahmajari, I. A., & Ratih, I. A. B. (2024). The Influences of Competence, Burnout and Work-Life Balance on Organizational Citizenship Behavior and Performance of Employees PT. Haleyora Power ULP Bangkalan. *International Journal of Economics (IJEK)*, 3(1), 123–135.
- Julianti, A. I., & Mardianty, D. (2024). *The Influence Work-Life Balance and Burnout on Job Satisfaction of Banking Industrial Employees in Pekanbaru City. 5(3)*.
- June, P. (2018). *Intiqad: jurnal agama dan pendidikan islam. 9950*(June).
- Mahadianto, M. Y., Hadiyati, S. N., & Harfiandita, A. (2020). Pengaruh Net Profit Margin, Debt To Equity Ratio Dan Earning Per Share Terhadap Return Saham. *Al-Mustashfa: Jurnal Penelitian Hukum Ekonomi Syariah*, 5(2), 160–170.
- Mardiani, I. N. (2021). *Pengaruh work-life balance , Lingkungan Kerja dan Kompensasi terhadap Kinerja karyawan PT Gunanusa Eramandiri. 4(2)*, 985–993.
- Mardikaningsih, R., & Arifin, S. (2022). Pengaruh Keterlibatan Karyawan Dan Keseimbangan Kehidupan Kerja Terhadap Turnover Intention. *Jurnal Baruna Horizon*, 5(1), 40–49.
- Muzapar, K., & Muttaqiyathun, A. (2024). *Pengaruh keseimbangan kehidupan kerja dan stres kerja terhadap kinerja anggota kepolisian. 10(2)*, 641–646.
- Rachman, A. N., Nasir, A., Maritim, R. P., Makassar, A., Stie, H. H., Makassar, A., & Latiep, I. F. (2022). Burnout Management To Maintain The Performance Of The Shipping Crew. *The 1st Proceeding of The International Conference on Economics and Business*, 1(2), 609–614.
- Rahmawati, I., Lestari, H., & Herlina, B. (2022). Pengaruh Lingkungan Kerja Dan Kelelahan Kerja Terhadap Produktivitas Kerja Guru Di SMK Swasta Se-Kecamatan Ciampea Bogor Terakreditasi A. *Edukasi Islami: Jurnal Pendidikan Islam*, 11(001), 239–254.
- Ramdhani, D. Y. (2021). Keseimbangan Kehidupan Kerja (Work Life Balance) Sebagai Faktor Yang Mempengaruhi Kinerja Karyawan (Work Life Balance As a Factor Affecting Employee Performance). *Jurnal Manajerial*, 20(1), 98–106.
- RONY, Z. T., & YULISYAHYANTI, Y. (2022). The influence of work-life balance and burnout on job satisfaction. *International Journal of Environmental, Sustainability, and Social Science*, 3(1), 161–168.

- Sari, I. P., Agussalim, M., & Adawiyah, D. (2021). *Issn-p : 2355-0376 issn-e : 2656-8322*. 3(4), 618–631.
- Shinta, A. O. E., & Laily, N. (2020). Pengaruh beban kerja dan kelelahan kerja terhadap kinerja karyawan pada RSUD Kota Surabaya. *Jurnal Ilmu Dan Riset Manajemen (Jirm)*, 9(10).
- Solahudin, A., Fatimah, S. E., & Sulistiowati, L. H. (2024). Factors affecting affective commitment. *Edelweiss Applied Science and Technology*, 8(6 SE-Articles), 3475–3483. <https://doi.org/10.55214/25768484.v8i6.2738>
- Sugiyono. (2020). *Metode penelitian kuantitatif dan kualitatif dan R&D*. Alfabeta.
- Suhandi, C. L., & Gularso, K. (2024). The Influence of Use of Technology, Flexitime, and Tele Working on Employee Performance with Work-Life Balance as a Mediating Variable. *Journal of Social Science*, 5(5), 1271–1286.
- Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). *Work life Balance, Kepuasan Kerja, dan Kinerja di Antara Karyawan Milenial dan Gen Z: Tinjauan Sistematis*. Society.
- Wulantika, L., Nadya, R., & Atipah, N. (2024). *Effects of Work-Life Balance and Job Burnout Towards Job Satisfaction*. 5(2), 129–141.