

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

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Abstract

This study aims to determine and analyze the influence of burnout, workload, and work-life balance on the performance of employees at Bank Jatim Jember. The variables used in this study are burnout, workload, work-life balance, and performance. The population in this study is all employees who worked at Bank Jatim Jember 58 respondents. The sampling technique used is census sample technique because the population is less than 100 people, then all populations are used as samples, the sample is 58 respondents. The analytical tool used is multiple linear regression. The results showed that burnout and workload have a negative and significant influence on employee performance, while the work-life balance has a positive and significant effect on performance.

Keywords

workload; burnout; work-life balance; employee performance



I. Introduction

Human resources are one of the most important assets in the company. According to Sudarmanto (2009: 5), human resources determine the success and failure of a company in achieving its vision and mission. Employees are one of the most important assets, namely employees who have the potential, ability to be effective to work in a company. The thing that is needed so that the company can manage company optimally is by improving the performance of human resources that exist in the company.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Performance is the result of work in quality and quantity achieved by someone in carrying out their duties following the responsibilities given to them, Dessler (2009: 67). For companies engaged in services, all employees are required to provide maximum performance for the company. Employee performance in a company greatly determines the success rate of the company. Robbins (2003: 127) argues that employee performance is the actual achievement of employees compared to the expected performance of employees. The expected performance is satisfactory work that is prepared as a reference so that it can see the performance of its employees by its position compared to the standards made. In addition, it can also be seen the performance of these employees against other employees.

In the current era of globalization, the absorption of female employees begins to increase from year to year, that is because formal education, skills, and accuracy are the supporting factors. The phenomenon of working women is a familiar thing in Indonesia.

Data from the Central Bureau of Statistics (BPS, 2021) in the national labor force survey states that the number of Indonesian women working reached 50.7 million in 2021. There are various reasons on which women work. First, due to the demands to meet the family's economic needs, the second is to help the husband in meeting the additional income for the family, the third is to become a single parent so that it must be the backbone of the family or to meet personal needs if not married. Economic pressures that have occurred in the last few decades have become one of the causes of women having to plunge into the world of work. This is also the reason for Bank Jatim employees in working, besides that it is also a form of self-actualization because of their educational background.

There are many benefits that women get when working, for example, the opportunity for self-actualization, increasing self-esteem, and achieving life satisfaction Matlin (2008: 209). However, there are some impacts felt by Bank Jatim employees who work in the service sector, one of which is the high workload and demands of the company's corporate culture to provide excellent service to its customers, it is likely that not a few employees have the potential to experience work fatigue, or who commonly called burnout. There are differences in character and ways between women and men in dealing with a problem (Matlin, 2008). Women tend to experience emotional fatigue than men, so women are more prone to experience burnout (Rahmi, 2022). In addition, the saturation that arises can be caused by work that is not following interests, lack of motivation, a non-conducive environment, failure to achieve targets, and an imbalance between workers and personal life. In addition to Burnout, the influence of the workload given to employees also affects the level of performance. The workload is a collection of activities that must be completed by an organizational unit or officeholder within a certain period. Therefore, the analysis of the company's workload is indispensable in determining the number, task, principal, and function of each employee so that the employee's workload is not too heavy, because it greatly affects the level of productivity and performance of each employee.

Previous research conducted by Wright & Bonnet (1998), Casserley et al. (2009), Ashtari et al. (2012) gave a note that burnout has a significant negative effect on performance. Burnout is defined as physical exhaustion, feelings of helplessness and despair, emotional exhaustion, and the emergence of negative self-concept towards work, achievement, life, and others. The results of research conducted by Kounenou (2012), Maslach & Leiter (2001) who found that male employees are more likely to experience burnout than female employees. From some of the previous research support, it can be seen that almost all studies explain that there is a negative and significant effect of burnout on performance, which means that the higher the burnout, the lower the performance.

In addition to Burnout, the influence of the workload given to Bank Jatim employees also affected their level of performance. Workload as a collection of activities must be completed by an organizational unit or officeholder within a certain period. Therefore, the analysis of the company's workload is indispensable in determining the number, task, principal, and function of each employee so that the employee's workload is not too heavy, because it greatly affects the level of productivity and performance of each employee. Previous research conducted by Iskandar and Sembada (2012), Paramitadewi (2017), Shabbir and Naqvi (2017) gave results that the workload had a significant negative influence on employee performance. This means that the higher the workload that is felt to reduce employee performance. Someone who believes and feels that the task given is a challenge must be solved even if the task is too excessive then someone can still feel happy about his job (Maslach & Leiter, 2001). Conversely, if the excessive task is believed and felt like a burden, they will gradually experience fatigue both physical and mental fatigue so that it can reduce performance.

Not only workload, but every employee who works also must have a good quality of life balance, which can divide the time between work and work outside of work. Work-life balance in the view of an employee is the choice of managing work obligations and personal or family responsibilities. According to Lockwood (2003), Rahmi (2022) and Katili et al. (2021) in the view of the company, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work. A balance between work life and life outside work such as family, social, and community is called work-life balance. Research on work-life balance is interesting to study further because the work-life balance concept has been widely used in organizational practice, but its scientific research is still relatively small because the tools used to measure the work-life balance were only developed in 2001 by Fisher. The importance of work-life balance is also reviewed by Kim (2014). When employees perceive that there is no balance in their lives because a lot of time is taken up by work, then this will make employees try to consider alternative work that allows them to balance roles in their work and home, (Ashtari et al, 2012; Kim 2014; Darmawan et al, 2015)

Previous research conducted by Saina et. al (2016), Khatri and Behl (2013), Rahmi (2022) the results show that work-life balance has a positive and significant effect on employee performance. This contrasts with the research conducted by Katili & Wibowo (2021), which is the result of the insignificance of the effect of work-life balance on performance. Meanwhile, research conducted by Rafsanjani et al. (2019) shows that the work-life has a significant and negative effect on performance. This happens because of the unfavorable conditions of the relationship with coworkers due to the lack of the company in making activities or events that involve all employees to build relationships between fellow employees. From some of these studies, this research gap is interesting to be discussed because banking employees have a high workload and high stress so research needs to be studied further about this research.

II. Research Method

This research is explanatory because this research aims to explain causal relationships between independent and dependent variables through testing the hypotheses that have been formulated. The type of data used in this study is qualitative data by quantifying the results of responses to research instruments. Data sources used in this study are primary data and secondary data. The primary data obtained in this study are the results of interviews and data obtained from respondents' answers through a questionnaire directly to employees of Bank Jatim Jember. Secondary data in this study are related journals, books, previous research, the internet, and published theses that relate to the variables of burnout, workload, and work-life balance on performance.

The population in this study was 58 employees working at Bank Jatim Jember. The sampling technique used is the sampling census using all members of the population as a sample. This study uses multiple linear regression analysis methods to determine the direct effect of a variable on another variable. The multiple linear regression analysis models in this study can be described by the following equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e_i$

III. Results and Discussion

3.1 Results

a. Descriptive Respondents

Respondents in this study were employees at Bank Jatim Jember who answered a research questionnaire totaling 58 people. The characteristics of respondents in this study are based on age, gender, last education, years of service, and position.

Table 1. Characteristics of Respondents

	Respondent Attributes	Frequency	Percentage
Gender	Male	36	62%
	Female	22	38%
Age	< 25 years	6	10%
	26-35 years	27	47%
	36-45 years	12	21%
	> 45 years	13	22%
Education	Undergraduate	56	97%
	Postgraduate	2	3%
Working Period	1-10 years	30	52%
	11– 20 years	25	43%
	21 – 30 years	3	5%

Source: Primary Data, 2022

Table 1 shows that the majority of female employees of Bank JatimJember are female employees who are of productive age (ages 26-30 years), namely the age at which a person whose performance is relatively high. The number of respondents with the last Undergraduate education was 56 people (96.6%) and the last Postgraduate respondents were 2 people (3.4%). From his data, it can be seen that Bank JatimJember has more employees with undergraduate education than Postgraduate. The respondent with a tenure of 1-10 years is 35 people (60.4%), the work period is 11-20 years as many as 20 people (34.5%) and the work period is 21-30 years as many as 3 people (5, 1%). The average working period of Bank JatimJember employees is 1-10 years.

b. Analysis Data

Table 2. Results of Multiple Linear Regression Analysis

Variable	Regression Coef	Sig.	Explanation
Constanta	0,391	-	-
<i>Burnout</i> (X_1)	-0,304	0,002	Significant
Workload (X_2)	-0,282	0,002	Significant
<i>Work-life Balance</i> (X_3)	0,378	0,000	Significant

Source: Primary Data, 2022

Based on Table 2, the multiple linear regression equation and its interpretation as follows.

$$Y = 0,391 - 0,304X_1 - 0,282X_2 + 0,378X_3 + e$$

1. Constant value

From the above equation obtained a constant value of 0.391 which means that if the value of the independent variable burnout (X₁), workload (X₂), and work-life balance (X₃) equals zero, then the performance (Y) is equal to the constant 0.391.

2. *Burnout* (X₁)

The coefficient value of the burnout variable is negative -0.304 which means that every increase in the burnout variable will affect the decrease in performance.

3. Workload (X₂)

The coefficient value of the workload variable is negative -0.282 which means that any increase in the workload variable will affect the decline in performance.

4. Work-Life Balance(X₃)

The coefficient value of the Work-Life Balance variable is a positive value of 0.363 which means that each increase in the work-life balance variable will affect the increase in performance.

Table 3. T test Result

Variable	Sig
<i>Burnout</i> (X ₁)	0,002
Workload (X ₂)	0,002
<i>Work-LifeBalance</i> (X ₃)	0,000

Source: Data primer, 2022

Based on Table 3 can be seen the magnitude of the influence of each independent variable on the dependent variable as follows:

1. The Influence of *Burnout* (X₁) on Performance (Y)

Based on Table 3, the results of testing the effect of the burnout variable on the performance obtained a significance value of 0.002. This value is smaller than the significant level that has been determined that is equal to 5% or 0.05. This determines that Ha's decision is accepted, namely, burnout has a significant effect on the performance of Bank JatimJember employees (Ha1 accepted).

2. The Influence of Workload (X₂) on Performance (Y)

Based on Table 3, the results of testing the effect of the variable workload on the performance obtained a significance value of 0.002. This value is smaller than the significant level that has been determined that is 5% or 0.05. This determines that Ha's decision is accepted, namely, the variable workload has a significant effect on the performance of Bank JatimJember employees (Ha2 accepted).

3. The Influence of *Work-Life Balance* (X₃) on Performance (Y)

Based on Table 3, the results of testing the effect of work-life balance variables on the performance obtained a significance value of 0,000. This value is smaller than the significant level that has been determined that is equal to 5% or 0.05. This determines that Ha's decision is accepted, namely work-life balance variables have a significant effect on the performance of Bank JatimJember employees.

3.2 Discussion

a. Burnout Affects Performance

Based on the results of multiple regression analysis on the first hypothesis test (H1) which shows that burnout affects the performance, with a significance level of 0.002 which means that burnout has a significant influence on the performance of Bank Jatim Jember employees. The relationship shown by the regression coefficient is negative, meaning that

the higher the burnout, the performance of Bank JatimJember employees will decrease. Based on the table of Multiple Linear Regression Analysis, the performance of Bank JatimJember employees is influenced by the burnout variable of 30.4%. This means that some employees of Bank Jatim Jember experienced burnout in the light category. This is evidenced by the table of the Multiple Linear Regression Analysis which states that the effect of the burnout variable is 30.4%. This number is quite small. For burnout variables, reinforced by respondents' answers related to burnout variables and performance variables from the answers agree and strongly agree. The performance variable gives the perception of the answer in the very satisfying category, while the burnout variable gives the perception of the answer is not satisfactory. This shows that there is a significant negative relationship between burnout and performance. The higher the burnout, the more the performance will decrease.

b. Workload Affects Performance

Based on the results of multiple regression analysis on the second hypothesis test (H2) shows that the workload affects the performance, with a significance level of 0.002, which means that the workload has a significant effect on the performance of the Bank JatimJember employees. The relationship shown by the regression coefficient is negative meaning that the higher the workload, the performance of Bank JatimJember employees will decrease. Based on the table of Multiple Linear Regression Analysis, the performance of Bank Jatim Jember employees is influenced by the variable workload of 28.2%. This figure is quite a small influence for employees of Bank Jatim Jember. This means that the workload provided by the company is quite light. Although the effect is quite small, it is not possible that excessive workload will cause a decrease in performance. For workload variables, reinforced by respondents' answers related to the influence of workload and performance variables from the answers agree and strongly agree. For the accumulation of disagree and very disagreeable answers from the variable workload itself, perceived in the category of less satisfactory, and for the performance, variable perceived the answer in the category is very satisfying. This shows that there is a significant negative relationship between workload and performance, the higher the workload, the effect on the decreasing performance.

c. Work-life Balance Affects Performance

Based on the result of multiple regression analysis on hypothesis testing on the third hypothesis (H3) shows that the work-life balance affects the performance by looking at the significance level of 0,000. The relationship shown by the regression coefficient is positive which means that the higher the work-life balance, the more performance will increase. Based on the table of Multiple Linear Regression Analysis, the performance of Bank JatimJemberemployees is influenced by work-life balance variables of 37.8%. For work-life balance variables, it is reinforced by the respondent's answers related to the work-life balance variables and the performance variables from the agreed answers and strongly agree. Both give the perception of answers in a very satisfying category. This shows that there is a significant positive relationship between work-life balance and performance. The higher the work-life balance, the better the performance will be.

IV. Conclusion

Burnout has a significant negative influence on the performance of Bank JatimJember employees. The results of this study indicate that some employees of Bank Jatim Jember experienced light category burnout. Based on the frequency distribution, the burnout variable was perceived as unsatisfactory and the performance was also perceived as very satisfying. From these figures, it can be concluded that the burnout experienced by employees of Bank Jatim Jember is included in the light category, and does not have a major impact on the performance of employees at Bank Jatim Jember. Workload has a significant negative influence on the performance of Bank JatimJember employees. Based on frequency distribution, the variable workload was perceived as unsatisfactory and the performance was perceived as very satisfying. Work-Life Balance has a significant positive effect on the performance of Bank JatimJember employees. The results of this study indicate that most of the employees of Bank JatimJember feel a balance between their personal lives and their work. Based on frequency distribution, work-life balance variables are perceived to be very satisfying and performance is also perceived to be very satisfying. From these figures, it can be concluded that the higher the work-life balance experienced by employees of Bank Jatim Jember will lead to better performance.

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