

THE EFFECT OF BURNOUT ON JOB SATISFACTION MEDIATED BY WORK LIFE BALANCE AT BANK PEREKONOMIAN RAKYAT GIANYAR PARTHASEDANA

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Abstract

Burnout is a condition of physical and emotional exhaustion experienced by employees due to prolonged work pressure and has the potential to reduce job satisfaction. In the context of banking organizations, high job demands, excessive workloads, and limited time between work and personal life are factors that may trigger burnout. Therefore, this study aims to analyze the effect of burnout on job satisfaction with work–life balance as a mediating variable among employees of Bank Perekonomian Rakyat Gianyar Parthasedana. This study employed a quantitative approach with an associative research design. The survey method was conducted by distributing questionnaires to all permanent employees of BPR Parthasedana, totaling forty respondents; therefore, the sampling technique used was the census method. Data were analyzed using path analysis to examine both direct and indirect relationships between variables, and the Sobel test was applied to assess the mediating role of work–life balance. Prior to the analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. The results indicate that burnout has a negative and significant effect on job satisfaction. Burnout also has a significant negative effect on work–life balance, while work–life balance has a significant positive effect on job satisfaction. The Sobel test results demonstrate that work–life balance mediates the relationship between burnout and job satisfaction. These findings suggest that higher levels of burnout experienced by employees reduce work–life balance and consequently lead to lower job satisfaction. Practically, this study provides insights for the management of BPR Parthasedana to pay greater attention to employees' work–life balance as an effort to reduce burnout and sustainably improve job satisfaction. The findings are expected to serve as a basis for developing effective and sustainable human resource policies.

Keywords: Burnout, Work–Life Balance, Job Satisfaction.

INTRODUCTION

Organizations require human resources capable of sustaining organizational continuity and enhancing competitiveness in the midst of increasingly intense global competition (Ningrum et al., 2023). In practice, some individuals perceive work as a means of achieving personal fulfillment and satisfaction, while others view it as a burden carried out merely due to external demands (Savigo et al., 2023). Job satisfaction is an important indicator reflecting the alignment between employees' expectations of their work and the conditions provided by the organization. Therefore, organizations need to improve employee quality through competency development, career advancement, and employee welfare programs (Ruslan et al., 2025). In addition, the level of job satisfaction is also influenced by various psychological, social, physical, and financial factors. Increasing levels of burnout may reduce job satisfaction because employees experience physical and emotional exhaustion that hinders performance and comfort at work (Fajri & Iman, 2025).

Burnout is one of the factors that may influence employees' job satisfaction, and therefore this topic has become the focus of numerous studies. Pangemanan et al. (2017) revealed that lower levels of burnout are associated with higher levels of job satisfaction. This finding is supported by the study of Prasetya et al. (2021), which states that burnout has a negative and significant effect on job satisfaction. Another study supporting these results is the research conducted by Nathaya et al. (2022), which found that lower burnout levels are followed by increased job satisfaction experienced by employees in performing their tasks.

Burnout has a significant influence on job satisfaction, where lighter psychological burdens increase the likelihood that individuals feel satisfied with their work. However, despite the numerous studies conducted, the results are not always consistent. One example is the study by Indra and Rialmi (2022), which reported a positive and significant relationship between burnout and job satisfaction. This finding is also supported by Bryantami et al. (2023), whose study on teachers of students with intellectual disabilities at SLB Negeri Semarang showed that burnout does not significantly affect job satisfaction. Similar findings were also reported by Dwinijanti et al. (2020), whose research indicated that burnout has a positive and significant effect on job satisfaction, explaining that nurses who enjoy their work and operate in supportive environments may still experience satisfaction despite burnout conditions.

The inconsistent results of empirical studies indicate that the relationship between burnout and job satisfaction may be more complex than a universal linear relationship. This condition suggests the existence of a research gap. One possible solution is to examine other variables that act as mediators in the relationship between burnout and employee job satisfaction. Employees who experience burnout tend to demonstrate lower levels of job satisfaction in their work. Burnout refers to a state of exhaustion arising from high work intensity, where individuals work for long durations with excessive workloads, often neglecting their personal needs and well-being as employees (Anandani & Rahmasari, 2022).

Employees experiencing high work pressure tend to feel dissatisfied with various aspects of their work, such as salary, promotion opportunities, and interpersonal relationships with supervisors and colleagues. Therefore, companies need to implement effective stress management strategies, including balancing workloads, providing more structured career development opportunities, and creating supportive work environments in order to improve overall employee welfare and job satisfaction (Ruslan et al., 2025).

One strategy considered effective in preventing stress and burnout among employees is the implementation of work–life balance. Awareness of the importance of balancing work and personal life has increased significantly, as imbalance between these two aspects can lead to mental health issues such as stress, anxiety, and excessive emotional exhaustion (burnout). Employees who are unable to maintain a balance between work roles and personal life often experience high psychological pressure, which ultimately has a negative impact on work productivity and interpersonal relationships, both in the workplace and in family life.

Work–life balance also plays an important role in supporting overall employee productivity and well-being. Individuals who are able to maintain a balance between work and personal life tend to have higher levels of job satisfaction, optimal productivity, and better mental and physical health conditions. Conversely, imbalance between these aspects can increase the risk of stress, burnout, and a decline in overall quality of life (Zaimatul Aizza & Hanim, 2025).

Research on the mediating role of work–life balance in the relationship between burnout and job satisfaction is still relatively limited. However, the study conducted by Yogiana and Riana (2023) showed that work–life balance functions as a mediating variable in the relationship between workplace flexibility and job satisfaction. Their findings indicate that work–life balance mediates the effect of workplace flexibility on job satisfaction, meaning that the indirect effect of workplace flexibility on job satisfaction through work–life balance is statistically significant. Similarly, research by Kusumawati and Linando (2024) demonstrated that job stress indirectly affects job satisfaction through work–life balance, indicating that work–life balance plays a mediating role in the relationship between job stress and employee job satisfaction. The optimal implementation of work–life balance can reduce stress resulting from high job demands. Consequently, improved balance between work and personal life can positively influence employee job satisfaction.

Issues related to job satisfaction also occur within the banking industry. Hasan and Sadat (2023) reported that the banking sector in Bangladesh has recently experienced significant growth and is among the fastest-growing service sectors within the financial market. In this context, job satisfaction is particularly important because it directly affects organizational health and service quality. According to Singh et al. (2023), whose respondents were predominantly bank employees (85%), a high level of cognitive fatigue was identified, indicating that mental exhaustion is more dominant than physical fatigue as a cause of burnout. Therefore, more comprehensive early detection strategies and serious attention to employees' mental and physical health are required, particularly in high-risk occupational sectors.

Bank Perekonomian Rakyat Gianyar Parthasedana (hereafter referred to as BPR Parthasedana), located at Jalan Raya Buruan No. 88 Blahbatuh, Gianyar, Bali, was established on December 28, 1992. BPR Parthasedana has experienced various dynamics and positive growth in line with the economic development of Bali, particularly in Gianyar Regency. By prioritizing service quality and providing innovative financial solutions, BPR Gianyar Parthasedana has successfully built a reputation as a trusted financial institution for both individuals and business actors.

Based on a preliminary survey conducted with 10 permanent employees of BPR Parthasedana, it was found that job satisfaction levels remain relatively low. Several issues were identified, including compensation perceived as disproportionate to workloads, lack of appreciation, less supportive colleagues, suboptimal communication, difficulty obtaining leave permission, and unclear roles and responsibilities including multiple job assignments. These conditions indicate that the work environment has not fully met employees' expectations regarding key aspects influencing job satisfaction.

Low job satisfaction is also associated with the emergence of burnout. Employees reported facing accumulated workloads, less conducive work environments, increasing job demands, and additional tasks despite already feeling fatigued. They also reported working on tasks that do not align with their interests, pursuing unmet targets, and experiencing mismatches between workload and appreciation received. These psychological and physical pressures trigger burnout, which ultimately decreases job satisfaction.

These conditions also disrupt employees' work-life balance, where employees experience difficulties managing time between work responsibilities and personal life, particularly time spent with family. As a result of this imbalance, employees often engage in overtime work approximately one to two times per week, with an average duration of about one hour per day.

The existence of research gaps regarding the influence of burnout on job satisfaction, along with empirical findings from field observations, indicates that this topic deserves further investigation. Furthermore, the mediating role of work-life balance needs to be analyzed in greater depth in order to identify solutions to the identified problems. Based on the research background, empirical phenomena, and previous studies, this research is conducted under the title "The Effect of Burnout on Job Satisfaction Mediated by Work-Life Balance at BPR Parthasedana."

RESEARCH METHODS

This study is an explanatory causal research using an associative quantitative approach aimed at analyzing the causal relationships among research variables. The variables used include burnout as the exogenous variable, job satisfaction as the endogenous variable, and work-life balance as the mediating variable that bridges the effect of burnout on job satisfaction. The research was conducted at BPR Parthasedana due to the presence of burnout phenomena suspected to influence the job satisfaction levels of permanent employees.

The object of this research consists of burnout, work-life balance, and job satisfaction among permanent employees of BPR Parthasedana, totaling 40 individuals. Therefore, the sampling technique used in this study is saturated sampling or the census method, in which the entire population is used as research respondents.

Operationally, burnout is defined as a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment arising from prolonged work pressure. Work–life balance describes employees’ ability to balance work demands and personal life, measured through the dimensions of Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE). Meanwhile, job satisfaction refers to a positive emotional condition toward work measured through indicators including the job itself, compensation, promotion opportunities, supervision, and relationships with coworkers.

The research data consist of quantitative data in the form of questionnaire scores and the number of employees, as well as qualitative data such as the general overview of the organization and results of preliminary interviews. The sources of research data include primary data obtained from interviews and questionnaires and secondary data derived from organizational documents.

Data collection was conducted through unstructured interviews and the distribution of questionnaires using a Likert scale. The research instruments were tested through validity and reliability tests. All indicators were declared valid because they had correlation values above 0.30 and reliable with Cronbach’s Alpha values above 0.60.

Data analysis was conducted using descriptive statistical analysis to describe respondent characteristics and inferential statistical analysis through the path analysis method to examine direct and indirect relationships among variables. Before performing path analysis, the model was tested using classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. In addition, the mediation effect was tested using the Sobel Test to determine the role of work–life balance in mediating the influence of burnout on employees’ job satisfaction.

RESULTS AND DISCUSSION

Company Overview

PT BPR Gianyar Parthasedana is a microfinance institution located at Jalan Raya Buruan No. 88 Blahbatuh, Gianyar, Bali. The bank was established on December 28, 1992, based on Notarial Deed No. 340 by Notary I Putu Chandra and received legal approval from the Ministry of Justice of the Republic of Indonesia on January 19, 1993. Subsequently, operational authorization was granted by the Ministry of Finance of the Republic of Indonesia on April 12, 1993. Since then, BPR Gianyar Parthasedana has operated as a financial institution providing various banking services to the community. In its development, the bank has committed to supporting regional economic growth by prioritizing service quality, product innovation, and upholding its corporate vision of “Becoming a Healthy, Trusted, and Widely Utilized Rural Bank.”

To improve service accessibility to the community, PT BPR Gianyar Parthasedana opened a cash office in the Tegalalang area to expand its banking service coverage. In addition, the company has expanded product marketing to the Denpasar area through credit, savings, and deposit marketing activities. To support funding availability and maintain liquidity, BPR Gianyar Parthasedana collaborates with several commercial banks such as Bank Negara Indonesia, Bank Niaga, Bank Mandiri, and Bank Danamon. This collaboration serves as an important strategy in strengthening operational activities and improving service quality for customers.

The organizational structure of PT BPR Gianyar Parthasedana reflects a clear division of duties and responsibilities at each organizational level. At the highest level is the General Meeting of Shareholders (GMS) as the highest authority, followed by the Board of Commissioners responsible for supervision, and the Board of Directors responsible for managing the company's operational activities.

Under the Board of Directors are several department heads, including the Head of Credit, Head of Funding, Head of Operations, Head of Human Resources and General Affairs, as well as compliance and risk management officers. These units manage various operational divisions such as administration, marketing, customer services, and information technology. This structure demonstrates that BPR Gianyar Parthasedana has a coordinated and professional organizational system to support the effectiveness of the company's operational activities.

Overall, the clear organizational structure enables each unit to perform its functions and responsibilities optimally. The systematic division of tasks also supports coordination among departments so that the company's operational activities can run effectively and efficiently. Through this organizational system, BPR Gianyar Parthasedana is able to maintain service quality and enhance organizational performance in facing competition within the banking industry. This also strengthens its position as a trusted financial institution within the community.

Respondent Characteristics

Table 1. Respondent Characteristics

No	Characteristics	Classification	Number (persons)	Percentage (%)
1	Age	20 - 25 Years	3	7,5
		26 - 30 Years	6	15,0
		31 - 35 Years	8	20,0
		36 - 40 Years	9	22,5
		>40 Years	14	35,0
Total			40	100
2	Gender	Male	15	37,5
		Female	25	62,5
Total			40	100
3	Marial Status	Single	7	17,5
		Married	33	82,5
Total			40	100
4	Length Of Employment	<1 Year	4	10,0
		1 - 5 Years	7	17,5
		6 - 10 Years	6	15,0
		11 - 15 Years	10	25,0
		>15 Years	13	32,5
Total			40	100

Source: Processed Data (2025)

This study involved 40 respondents who were permanent employees of BPR Parthasedana. Based on the respondents' characteristics, the majority were aged over 40 years (35%), female (62.5%), married (82.5%), and had a working tenure of more than 15 years (32.5%). These characteristics indicate that employees generally possess mature work experience, good accuracy and communication skills, a high level of responsibility, and strong loyalty to the organization.

Description of Research Variables

Table 2. Criteria for Variable Description

Average Score	Criteria
Job Stisfication, Burnout, Work Life Balance	
1,00 - 1,80	Very Low
1,81 - 2,60	Low
2,61 - 3,40	Moderate
3,41 - 4,20	High
4,21 - 5,00	Very High

1) Descriptive Analysis of the Job Satisfaction Variable

The job satisfaction variable was measured using five statements assessed on a five-point Likert scale. Based on the respondents' responses, the job satisfaction variable obtained an overall mean score of 3.00, which falls into the moderate category. This indicates that employees of BPR Gianyar Parthasedana generally experience a moderately positive emotional condition toward their work.

The highest mean score was found in the statement regarding the compatibility between the job and the employees' abilities, with an average score of 3.58, which falls into the high category. Conversely, the lowest mean score was found in the statement concerning the compatibility of compensation with job responsibilities, with an average score of 2.58, which falls into the low category. These results indicate that although employees generally feel moderately satisfied with their jobs, dissatisfaction still exists regarding the compensation they receive.

2) Descriptive Analysis of the Burnout Variable

The burnout variable in this study is the independent variable measured using three statements on a five-point Likert scale. Based on the respondents' responses, the burnout variable obtained an overall mean score of 3.39, which falls into the moderate category. This result indicates that employees of BPR Parthasedana experience a relatively moderate level of work-related exhaustion as a response to prolonged work pressure.

The highest mean score was found in the statement regarding continuous work pressure that leads to emotional exhaustion, with an average score of 3.63, which falls into the high category. Meanwhile, the lowest mean score was found in the statement regarding the tendency to become indifferent toward individuals related to work, with an average score of 3.23, which falls into the moderate category. These findings indicate that although employees experience considerable work pressure, they still attempt to maintain concern and care toward coworkers and other parties related to their work.

3) Descriptive Analysis of the Work–Life Balance Variable

The work–life balance variable, denoted as Z, was measured using three statements on a five-point Likert scale. Based on the respondents’ responses, the work–life balance variable obtained an overall mean score of 3.18, which falls into the moderate category. This indicates that employees of BPR Parthasedana are moderately able to balance work demands with their personal lives.

The highest mean score was found in the statement regarding the disruption of personal life time and activities due to work, with an average score of 3.50, which falls into the high category. Meanwhile, the lowest mean score was found in the statement regarding the positive impact of work on employees’ personal lives, with an average score of 2.80, which falls into the moderate category. These findings indicate that although employees are still able to maintain a balance between work and personal life, their work frequently affects their personal time and activities.

Results of Path Analysis

Path analysis was used to determine the direct and indirect effects among the variables burnout (X), work–life balance (Z), and job satisfaction (Y). The path coefficients were calculated based on correlation and regression analysis using SPSS 29.0 for Windows.

The hypothesis testing was conducted by formulating structural equation models consisting of:

- Sub-Structural Equation 1: $Z = \beta_2 X + e_1$
- Sub-Structural Equation 2: $Y = \beta_1 X + \beta_3 Z + e_2$

These equations were used to analyze the effect of burnout on work–life balance and its impact on job satisfaction.

Table 3. Results of Path Analysis in Sub-Structural Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14,684	1,612		9,108	0,000
Burnout	-0,505	0,155	-0,468	-3,264	0,002
R ² : 0,219					
Dependent: Work life balance					

Source: Processed Data (2025)

Based on the results of the path analysis presented in Table 3, the Sub-Structural Equation 1 can be formulated as follows:

$$Z = \beta_2 X$$

$$Z = -0,468 X$$

This equation indicates that the burnout variable has a coefficient of -0.468 on work–life balance. This result implies that when burnout increases, work–life balance decreases, and vice versa

In this study, the influence of burnout and work–life balance on job satisfaction was analyzed using SPSS 29.0 for Windows. The results of the second sub-structural model are presented in Table 4.

Table 4. Results of Path Analysis in Sub-Structural Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10,340	3,499		2,955	0,005
Burnout	-0,457	0,213	-0,261	-2,149	0,038
Work life balance	0,972	0,197	0,599	4,928	0,000
R ² : 0,573					
F _{sig} : 0,000					
Dependent: Job Satisfaction					

Source: Processed Data (2025)

Based on the results of the path analysis presented in Table 4, the Sub-Structural Equation 2 can be formulated as follows:

$$Y = \beta_1 X + \beta_3 Z$$

$$Y = -0,261X + 0,599Z$$

This equation indicates that the burnout variable has a coefficient of **-0.261** on job satisfaction, meaning that an increase in burnout will lead to a decrease in job satisfaction, and vice versa. Meanwhile, the work life balance variable has a coefficient of 0.599 on job satisfaction, indicating that an increase in work life balance will lead to an increase in job satisfaction, and vice versa.

Classical Assumption Test

1) Normality Test

The normality test aims to examine whether the residuals of the regression model are normally distributed. This test was conducted using the Kolmogorov–Smirnov test. If the Sig. (2-tailed) value is greater than $\alpha = 0.05$, the analyzed data or residuals are considered to be normally distributed. The results of the normality test using the One-Sample Kolmogorov–Smirnov test are presented in Table 5.

Table 5. Results of the Normality Test

Equation	Asymp. Sig. (2-tailed)	Description
Sub-Struktural 1	0,200	Normal
Sub-Struktural 2	0,200	Normal

Source: Processed Data (2025)

Based on the normality test using the One-Sample Kolmogorov–Smirnov Test presented in Table 5, the Asymp. Sig. (2-tailed) value for Sub-Structural Model 1 is 0.200 and for Sub-Structural Model 2 is 0.200. These values are greater than the alpha value of 0.05, indicating that the data used in this study are normally distributed. Therefore, it can be concluded that the model satisfies the normality assumption.

2) Multicollinearity Test

Multicollinearity can be identified through the tolerance value and the Variance Inflation Factor (VIF). If the tolerance value is greater than 0.10 or the VIF value is less than **10**, then multicollinearity is not present in the model. The results of the multicollinearity test are presented in Table 6.

Table 6. Results of the Multicollinearity Test

Model		Tolerance	VIF	Description
Sub-Struktural 2	Burnout	0,781	1,280	No Multicollinearity
	Work life balance	0,781	1,280	No Multicollinearity

Source: Processed Data (2025)

Based on Table 6, the tolerance value for both the burnout and work–life balance variables is 0.781, which is greater than 0.10, and the VIF value for both variables is 1.280, which is less than 10. Therefore, the regression model is free from multicollinearity issues.

3) Heteroscedasticity Test

A good regression model is one that has homogeneous variance. If heteroscedasticity occurs in a regression model, it may produce biased results. In this study, the Glejser test was used to detect heteroscedasticity. The results of the heteroscedasticity test using the Glejser method are presented in Table 7.

Table 7. Results of the Heteroscedasticity Test

Model Equation		Sig.	Description
Sub-Structural 1	Burnout	0,424	No Heteroscedasticity
Sub-Structural 2	Burnout	0,288	No Heteroscedasticity
	Work life balance	0,951	No Heteroscedasticity

Source: Processed Data (2025)

Based on Table 7, each model has significance values of 0.424, 0.288, and 0.951, which are greater than 0.05. This indicates that the independent variables used in this study do not significantly affect the absolute residual values. Therefore, the regression model is free from heteroscedasticity problems.

Summary of Path Analysis Results and Hypothesis Testing

The results of the coefficient of determination test show that the error value for Sub-Structural Model 1 (e_1) is 0.884 and for Sub-Structural Model 2 (e_2) is 0.653, with a total coefficient of determination (R^2_m) of 0.667. This means that 66.7% of the variation in job satisfaction is influenced by burnout, either directly or indirectly through work–life balance, while the remaining 33.3% is influenced by other variables outside the research model.

The results of the path analysis show:

- The direct effect of burnout on job satisfaction is -0.261
- The effect of burnout on work–life balance is -0.468
- The effect of work–life balance on job satisfaction is 0.599

Meanwhile, the indirect effect of burnout on job satisfaction through work–life balance is -0.280, with a total effect of -0.541.

The simultaneous test shows an F significance value of $0.000 < 0.05$, indicating that burnout and work–life balance simultaneously have a significant effect on job satisfaction.

Partially, the hypothesis testing results show that:

- Burnout has a negative and significant effect on job satisfaction ($\beta = -0.261$; sig. 0.038)
- Burnout has a negative and significant effect on work–life balance ($\beta = -0.468$; sig. 0.002)

- Work–life balance has a positive and significant effect on job satisfaction ($\beta = 0.599$; sig. 0.000)
Thus, all hypotheses in this study are accepted.

Table 8. Summary of the Effect of Burnout on Job Satisfaction Mediated by Work–Life Balance

Variable Relationship	Direct Effect	Indirect Effect through Z	Total Effect	Std. Error	Sig.	Result
X→Y	-0,261	-0,280	-0,541	0,213	0,038	Significant
X→Z	-0,468		-0,468	0,155	0,002	Significant
Z→Y	0,599		0,599	0,197	0,000	Significant

Source: Processed Data (2025)

Table 8 presents a summary of the direct and indirect effects among the variables as well as the error values in each sub-structural equation obtained through path analysis. The meanings of the values in Table 8 are explained as follows.

a) Effect of Burnout on Job Satisfaction

The results show that burnout has a direct effect on job satisfaction of -0.261, with a significance value of 0.038.

b) Effect of Burnout on Work–Life Balance

The results indicate that burnout has a direct effect on work–life balance of -0.468, with a significance value of 0.002.

c) Effect of Work–Life Balance on Job Satisfaction

The results show that work–life balance has a direct effect on job satisfaction of 0.599, with a significance value of 0.000.

d) Effect of Burnout on Job Satisfaction Mediated by Work–Life Balance

The results indicate that the direct effect of burnout on job satisfaction is -0.261, while the indirect effect through work–life balance is -0.280, resulting in a total effect of -0.541.

Sobel Test

The mediation hypothesis in this study was tested using the Sobel Test to determine the mediating role of the intervening variable in the relationship between the independent and dependent variables. This test measures the indirect effect of burnout (X) on job satisfaction (Y) through work–life balance (Z) by multiplying the path coefficient from X to Z (a) with the path coefficient from Z to Y (b).

The calculation results show a Z-value of 2.086, which is greater than the critical value of 1.96 at the 0.05 significance level. Therefore, work–life balance significantly mediates the effect of burnout on job satisfaction, meaning that the fourth hypothesis in this study is accepted.

Discussion

Discussion of Research Findings

The Effect of Burnout on Job Satisfaction at BPR Parthasedana

Based on the results of the first hypothesis testing, this study shows that burnout has a negative and significant effect on job satisfaction at BPR Parthasedana. This result implies that the higher the level of burnout experienced by employees of BPR Parthasedana, the greater the decline in their job satisfaction. Conversely, when the level of burnout decreases, employees' job satisfaction tends to increase. Therefore, the first hypothesis is accepted.

Burnout is a psychological syndrome that emerges as a response to prolonged chronic stress, particularly in the workplace. This condition is characterized by emotional, physical, and cognitive exhaustion, reduced personal accomplishment, and negative or cynical attitudes toward work, all of which can influence employees' job satisfaction.

The findings of this study at BPR Parthasedana indicate that employees experience emotional exhaustion after completing their workdays. Employees also perceive that the compensation they receive is not proportional to their responsibilities and workloads. In addition, supervisors provide insufficient appreciation for employees' performance. These conditions lead employees to feel less satisfied with their jobs, resulting in a decline in job satisfaction among employees of BPR Parthasedana.

Theoretically, these findings can be linked to Herzberg's Two-Factor Theory, where burnout can be considered an unmet hygiene factor. When hygiene factors are not fulfilled, employees tend to experience emotional exhaustion, depersonalization, and reduced personal accomplishment, which ultimately lead to job dissatisfaction. The results of this study are consistent with previous research conducted by Pangemanan et al. (2017), Prasetya et al. (2021), Nathaya et al. (2022), Guntur (2022), and Zulkarnain & Setyaningrum (2022), which found a negative relationship between burnout and job satisfaction.

The Effect of Burnout on Work–Life Balance at BPR Parthasedana

Based on the results of the second hypothesis testing, this study shows that burnout has a negative and significant effect on work–life balance at BPR Parthasedana. This finding indicates that the higher the level of burnout experienced by employees, the lower their work–life balance. Conversely, when burnout decreases, employees' work–life balance tends to improve. Therefore, the second hypothesis is accepted.

Burnout is one of the factors that can influence employees' work–life balance within an organization. It is a psychological syndrome that arises as a response to prolonged chronic stress, particularly in the workplace.

The findings of this study reveal that employees at BPR Parthasedana experience emotional exhaustion after completing their workdays due to excessive workloads. Such conditions lead employees to feel that their work prevents them from having sufficient time for their personal lives. This situation indicates that employees experience a lack of work–life balance while working at BPR Parthasedana.

From a theoretical perspective, these findings can also be associated with Herzberg's Two-Factor Theory, where burnout represents an unmet hygiene factor. When

these hygiene factors are not fulfilled, employees tend to experience emotional exhaustion, depersonalization, and reduced personal accomplishment, which can disrupt the balance between work and personal life. The results of this study are consistent with the findings of Stanley & Sebastine (2023), Shields & Chen (2021), Savigo et al. (2023), and Karima (2022), which indicate that burnout has a negative and significant effect on work–life balance.

The Effect of Work–Life Balance on Job Satisfaction at BPR Parthasedana

Based on the results of the third hypothesis testing, this study shows that work–life balance has a positive and significant effect on job satisfaction at BPR Parthasedana. This finding implies that the higher the level of work–life balance experienced by employees, the higher their job satisfaction. Conversely, lower levels of work–life balance will lead to decreased job satisfaction. Therefore, the third hypothesis is accepted.

Work–life balance refers to a condition in which individuals are able to achieve satisfaction in various aspects of their lives, both professional and personal, by effectively managing resources such as time, energy, and commitment. Employees who experience a good work–life balance tend to feel greater satisfaction with their jobs.

The findings of this study indicate that employees perceive that their workload often leaves them with insufficient time for their personal lives. This condition occurs because excessive workloads require employees to work overtime in order to complete their tasks. When employees are unable to maintain a balance between work and personal life, they tend to experience dissatisfaction with their jobs. This dissatisfaction is further intensified by compensation that employees perceive as not proportional to their responsibilities and workloads.

Theoretically, these findings can also be explained through Herzberg’s Two-Factor Theory, where work–life balance can improve hygiene factors, such as reducing work pressure, improving rest time, and strengthening social relationships both within and outside the workplace. When employees experience a good work–life balance, they tend to feel more satisfied with their jobs. The results of this study are consistent with previous research conducted by Ningrum et al. (2023), Indra & Rialmi (2022), Caniago & Mustafa (2023), and Jannata & Perdhana (2022), which found that work–life balance has a positive and significant effect on job satisfaction.

The Effect of Burnout on Job Satisfaction Mediated by Work–Life Balance at BPR Parthasedana

Based on the results of the fourth hypothesis testing, this study indicates that work–life balance mediates the relationship between burnout and job satisfaction at BPR Parthasedana. This finding suggests that higher levels of burnout experienced by employees can reduce their work–life balance, and the decline in work–life balance subsequently leads to lower job satisfaction. Therefore, the fourth hypothesis is accepted.

Work–life balance plays an important role in mediating the relationship between burnout and job satisfaction. When employees experience burnout at work, they tend to experience an imbalance between their professional responsibilities and personal lives. This imbalance ultimately reduces the level of job satisfaction experienced by employees.

The findings of this study reveal that employees at BPR Parthasedana experience emotional exhaustion after completing their workdays due to excessive workloads. As a result, employees feel that their work prevents them from having adequate time for their

personal lives, indicating a lack of work–life balance. Furthermore, employees also perceive that the compensation they receive is not proportional to the responsibilities they carry. Such conditions contribute to employees experiencing dissatisfaction with their jobs.

From a theoretical perspective, these findings can be explained through Herzberg's Two-Factor Theory, where burnout represents an unmet hygiene factor. When hygiene factors are not fulfilled, employees tend to experience emotional exhaustion, depersonalization, and reduced personal accomplishment, which can disrupt the balance between work and personal life. This imbalance may ultimately lead to decreased job satisfaction.

The results of this study are consistent with the findings of Yogiana & Riana (2023) and Kusumawati & Linando (2024), which state that work–life balance plays a mediating role in the relationship between burnout and job satisfaction.

CONCLUSION

Based on the research findings, several conclusions can be drawn as follows.

1. Burnout has a negative and significant effect on job satisfaction at BPR Parthasedana. This result indicates that an increase in burnout leads to a decrease in employees' job satisfaction at BPR Parthasedana.
2. Burnout has a negative and significant effect on work–life balance at BPR Parthasedana. This finding shows that higher levels of burnout experienced by employees result in a decrease in their work–life balance.
3. Work–life balance has a positive and significant effect on job satisfaction at BPR Parthasedana. This result indicates that lower levels of work–life balance can lead to a decrease in employees' job satisfaction.
4. Work–life balance mediates the relationship between burnout and job satisfaction at BPR Parthasedana. This finding indicates that increased burnout reduces employees' work–life balance, and the decline in work–life balance subsequently leads to lower job satisfaction among employees of BPR Parthasedana.

RECOMMENDATIONS

Based on the research findings, the management of BPR Parthasedana is advised to improve employee job satisfaction by paying greater attention to burnout and work–life balance. Management should manage workloads more effectively through appropriate task distribution, realistic work targets, and better regulation of working hours and overtime. In addition, the organization may provide employee support programs such as recreational activities or counseling services to help reduce work-related stress. The management should also establish clear policies regarding working hours, overtime, and rest periods so that employees can maintain a healthy balance between work and personal life. Future research is recommended to include additional variables influencing job satisfaction and expand the research scope to different organizations in order to produce more comprehensive and generalizable findings.

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