



**JEMBA: Journal Of Economics, Management, Business, And Accounting**

Journal Homepage: <https://ojs.unikom.ac.id/index.php/jemba/index>

---

## *The Effect of Work Life Balance, Burnout and Workload on Employee Performance at Transportation Service Companies in Bandung City*

Umi Narimawati <sup>1</sup>, Pani Nopiani <sup>2</sup>

<sup>1</sup> Universitas Komputer Indonesia, [umiarie@email.unikom.ac.id](mailto:umiarie@email.unikom.ac.id)

<sup>2</sup> Universitas Komputer Indonesia, [pani.21218182@mahasiswa@unikom.ac.id](mailto:pani.21218182@mahasiswa@unikom.ac.id)

---

### **INFO ARTIKEL**

Riwayat Artikel

Received: 10-06-2022

Revised: 02-07-2022

Accepted: 22-07-2022

**Keywords :**

**Work Life Balance,  
Burnout, Workload,  
Employee Performance**

**Kata Kunci:**

**Work Life Balance,  
Burnout, Beban Kerja,  
Kinerja Karyawan**

### **ABSTRACT**

*Employees at a transportation service company in the city of Bandung feel that there is no balance between work and personal life, burnout from physical and emotional exhaustion, excessive workloads that must be completed on time and not using time efficiently and effectively. This study aims to determine the effect of work life balance, burnout and workload on employee performance at transportation service companies in Bandung City partially and simultaneously. Research with descriptive, verification and quantitative methods. The sampling technique was saturated sampling by 30 respondents. Data analysis is multiple linear regression with SPSS processing. The results of this study are based on descriptive analysis that work life balance, burnout, workload and employee performance are in fairly good condition. The verification analysis states that there is a significant effect between work life balance, burnout, and workload partially and simultaneously on employee performance at transportation service companies in Bandung City.*

### **ABSTRAK**

Karyawan pada perusahaan jasa transportasi di kota Bandung merasa tidak adanya keseimbangan antara pekerjaan dan kehidupan pribadi, kelelahan akibat kelelahan fisik dan emosional, beban kerja berlebihan yang harus diselesaikan tepat waktu serta tidak menggunakan waktu secara efisien dan efektif. Penelitian ini bertujuan untuk mengetahui pengaruh work life balance, burnout dan beban kerja terhadap kinerja karyawan pada perusahaan jasa transportasi di Kota Bandung secara parsial dan simultan. Penelitian dengan metode deskriptif, verifikatif dan kuantitatif. Teknik pengambilan sampel adalah sampling jenuh sebanyak 30 responden. Analisis

data adalah regresi linier berganda dengan pengolahan SPSS. Hasil penelitian ini berdasarkan analisis deskriptif bahwa work life balance, burnout, beban kerja dan kinerja karyawan dalam kondisi cukup baik. Hasil analisis verifikasi menyatakan bahwa terdapat pengaruh yang signifikan antara work life balance, burnout, dan beban kerja secara parsial dan simultan terhadap kinerja karyawan pada perusahaan jasa transportasi di Kota Bandung.

---

## 1. INTRODUCTION

The development of the business world in the service industry is progressing rapidly and plays an important role in the economic development of a country, namely the transportation services sector. Transportation is a means to support human activities in carrying out daily activities that shorten travel time and facilitate delivery.

Competition is getting tougher, influenced by all changes from inside and outside, so companies need to survive and adapt to the support of human resource factors that act as the driving force behind the activities carried out by the company. Therefore, according to Rizaldi (2020) explaining that intense competition makes companies need to have quality human resources to produce an optimal production process. HR symbolizes the central factor of a company (Budiarti, 2018:42).

Employee performance is one of the elements in determining the level of success of company management. According to Sudarso *et al.* (2022) good employee performance will show an increase in the number of achievements, the quality of work is fulfilled, acts to support work, is confident in work, is responsible for tasks and obligations and is able to solve problems at work.

Companies demand employees to achieve their goals but companies need to pay attention to the flexibility of employee work in their social lives because if there is no balance in their lives due to work, employees will consider other alternative jobs. According to Arifin dan Muharto (2022) the work life balance of each employee is different because of different backgrounds.

Burnout is often felt by every employee because of the high activities and pressures in his work and personal life so that it has an impact on decreasing employee performance. Pressure in the work environment will result in burnout so that it reduces work motivation and poor performance results (Astiti, 2020).

Then the effect of workload on employee performance is caused by excessive tasks with little time to complete. According to (Rolos *et al.* 2018) suggested that the workload and limited resources resulted in decreased employee performance.

## 2. LITERATURE REVIEW

### Work Life Balance

According to Fisher *et al.* (2009) defines an individual's effort to balance between two or more roles he or she undertakes. The indicators are work interference with personal life, personal life interference with work, personal life enhancement of work and work enhancement of personal life.

### Burnout

According to Maslach & Leither (2016) defines a psychological syndrome that appears prolonged as a result of interpersonal stress at a job. The indicators are fatigue, cynicism and reduced achievement.

### Workload

According to Munandar (2014:20) means that employees are given tasks to complete on time with their skills and potential. The indicators are physical burden, mental burden and time burden.

### Employee Performance

According to (Bernardin & Russell, 2013:179) interprets records of the results of carrying out work functions or activities within a certain period of time. The indicators are quality, quantity, timeliness, cost effectiveness, unsupervised ability and interpersonal relationships.

## 3. RESEARCH METHOD

Method uses descriptive and verification with quantitative and multiple linear regression data analysis. The population used is 30 employees with saturated sampling techniques. Explanatory survey to describe the position of each variable studied resulted in a conclusion picture of the object being studied.

## 4. RESULTS AND DISCUSSION

### Descriptive Analysis

- The percentage of work life balance obtained is 65,6% and is quite good. The strongest indicator is personal life enhancement of work, while the weakest indicator is work interference with personal life.
- The percentage of burnout is 62,0% and is quite good. The strongest indicator is reduced achievement, while the weakest indicator is fatigue.
- The percentage of workload is 64,2% on the criteria is quite good. The strongest indicator is interpersonal relationships, while the weakest indicator is time.
- The percentage of employee performance is 66,2% in a fairly good criteria. The strongest indicator is mental load, while the weakest indicator is time load.

**Classic Assumption  
Normality Test**

**Table 1. Normality Test**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
Unstandardized Residual		
N		30
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.35328781
Most Extreme Differences	Absolute	.128
	Positive	.117
	Negative	-.128
Test Statistic		.128
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Processed data (2022)

Probability value  $0,200 > 0,05$  means that it is normally distributed and the assumption of normality is realized.

**Multicollinearity Test**

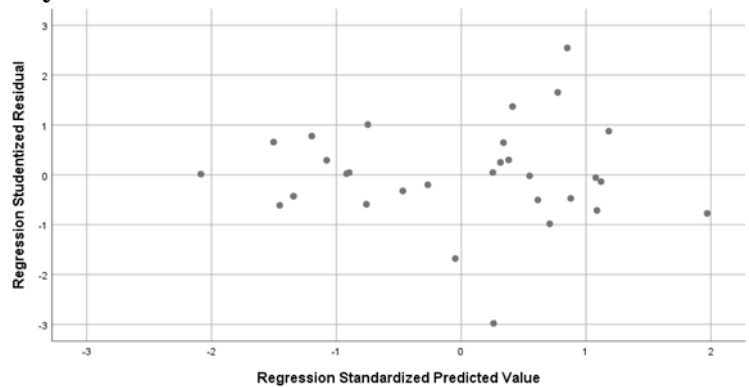
**Table 2. Multicollinearity Test**

<b>Coefficients<sup>a</sup></b>		
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Life Balance	.701	1.428
Burnout	.765	1.307
Workload	.606	1.649

Source: Processed data (2022)

Value of  $VIF < 10$  and  $Tolerance > 0,1$  means that multicollinearity is not implemented and the assumption of multicollinearity is realized .

**Heteroscedasticity**



Source: SPSS (2022)

**Figure 1. Heteroscedasticity Test**

The graph shows where the spread points are above and below 0 on the Y axis. So heteroscedasticity is not implemented and the assumption of heteroscedasticity is realized.

## Multiple Linear Regression Analysis

**Table 3. Multiple Linear Regression**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	42.113	6.240		6.749	.000
Work Life Balance	.294	.104	.358	2.834	.009
Burnout	-.277	.095	-.354	-2.931	.007
Workload	-.273	.107	-.347	-2.555	.017

Source: Processed data (2022)

$$Y=42,113+0,294X_1+(-0,277)X_2+(-0,273)X_3$$

- The constant value 42,113 explains that if each independent variable does not change and the value is zero then the dependent variable is predicted to be 42,113.
- The value of the regression coefficient on  $X_1$  is 0,294 indicating a positive value which symbolizes a unidirectional relationship.
- The value of the regression coefficient in  $X_2$  is 0,294 explaining the negative value which represents a non- unidirectional relationship.
- The value of the regression coefficient in  $X_3$  is 0,294 states a negative value which represents a non- unidirectional relationship.

## Correlation Analysis

**Table 4. Partial Correlation Analysis ( $X_1$ )**

		Work Life Balance	Employee Performance
Work Life Balance	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	30	30
Employee Performance	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	
	N	30	30

Source: Processed data (2022)

The correlation value 0,662 means that the relationship is strong and has a negative sign, so it is in the same direction.

**Table 5. Partial Correlation Analysis ( $X_2$ )**

		Burnout	Employee Performance
Burnout	Pearson Correlation	1	-.638**
	Sig. (2-tailed)		.000
	N	30	30
Employee Performance	Pearson Correlation	-.638**	1
	Sig. (2-tailed)	.000	
	N	30	30

Source: Processed data (2022)

The correlation value -0,638 means that the relationship is strong and with a negative sign, it is not in the same direction.

**Table 6. Partial Correlation Analysis (X<sub>3</sub>)**

<b>Correlations</b>			
		Workload	Employee Performance
Worload	Pearson Correlation	1	-.710**
	Sig. (2-tailed)		.000
	N	30	30
Employee Performance	Pearson Correlation	-.710**	1
	Sig. (2-tailed)	.000	
	N	30	30

Source: Processed data (2022)

The correlation value -0,710 means that the relationship is strong and has a negative sign, so it is in the same direction.

**Table 7. Simultaneous Correlation Analysis**

<b>Model Summary<sup>b</sup></b>			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.842 <sup>a</sup>	.709	.676	3.54147

Source: Processed data (2022)

R has a value of 0,842 so that it is in the interval 0,80-1,000 then the relationship is classified as very strong.

### Coefficient of Determination Analysis

**Table 8. Partial Determination Coefficient Analysis**

<b>Coefficients<sup>a</sup></b>		
	Standardized Coefficients	Correlations
Model	Beta	Zero Order
(Constant)		
Work Life Balance	.358	.662
Burnout	-.354	-.638
Workload	-.347	-.710

Source: Processed data (2022)

Workload dominantly contributes to employee performance 24,6%, work life balance 23,7% and burnout 22,6%.

**Table 9. Simultaneous Determination Coefficient Analysis**

<b>Model Summary<sup>b</sup></b>			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.842 <sup>a</sup>	.709	.676	3.54147

Source: Processed data (2022)

R Square value 70,9% indicates the influence of the independent variable on the dependent variable and 29,1% is influenced by other variables, namely work stress and compensation.

## Hypothesis Testing

**Table 10. T Test  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	42.113	6.240		6.749	.000
Work Life Balance	.294	.104	.358	2.834	.009
Burnout	-.277	.095	-.354	-2.931	.007
Workload	-.273	.107	-.347	-2.555	.017

Source: Processed data (2022)

- Variable  $X_1$ ,  $T_{count}$  value (2,834) >  $T_{table}$  ( $\pm 2,056$ ) explain if  $H_0$  is rejected and  $H_1$  accepted. According to Arifin and Muharto (2022) research, work life balance has a positive and significant impact on the employee performance of PT. Livia Mandiri Sejati Pasuruan.
- Variable  $X_2$ ,  $T_{count}$  value (-2,931) >  $T_{table}$  ( $\pm 2,056$ ) means that  $H_0$  rejected and  $H_1$  accepted. Research from Astiti (2020) suggests a negative and significant effect between burnout on the employee performance of the Instansi Intensive Care RSUD Kardinah Tegal.
- Variable  $X_3$ ,  $T_{count}$  value (-2,555) >  $T_{table}$  ( $\pm 2,056$ ) interprets  $H_0$  rejected and  $H_1$  accepted. Agree with research in Rolos et al. (2018) explained that workload has a negative and significant effect on the employee performance of PT. Asuransi Jiwasraya Cabang Manado Kota.

**Table 11. F Test**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	795.695	3	265.232	21.147	.000 <sup>b</sup>
Residual	326.092	26	12.542		
Total	1121.786	29			

Source: Processed data (2022)

Based on  $F_{count}$  (21,147) >  $F_{table}$  (2,98) proves  $H_0$  rejected and  $H_1$  accepted. In line with the research put forward by Setyanti *et al.* (2022) explain the positive and significant effect between work life balance on employee performance, while the negative and significant influence on burnout and workload on employee performance at Bank Jatim Jember.

## 5. CONCLUSION

The results explain that the descriptive analysis of the work life balance, burnout, workload and employee performance are in fairly good condition. While verification, namely work life balance, burnout, and workload, has a significant effect on employee performance at transportation service companies in Bandung, partially and simultaneously.

## REFERENSI

- Arifin, M., & Muharto, A. (2022). Pengaruh Worklife Balance Terhadap Kinerja Karyawan (Studi Pada PT. Livia Mandiri Sejati Pasuruan). *Jurnal Riset Ekonomi dan Bisnis*, 15(1), 37-46, ISSN : 1979-4800.  
<https://doi.org/10.26623/jreb.v15i1.3507>
- Astiti, I. W. (2020). Pengaruh Burnout Terhadap Kinerja Perawat di Instalasi Intensive Care RSUD Kardinah Tegal. *Jurnal Keperawatan Muhammadiyah*.  
<http://dx.doi.org/10.30651/jkm.v0i0.5576>
- Bernardin, H. J., & Russell, J. E. (2013). *Human Resouces Management 6<sup>th</sup> Edition*. New York: McGraw-Hill.
- Budiarti, I., Wahab, D. A., & Soedarso, S. (2018). Manajemen Sumber Daya Manusia Berbasis Global. *Yogyakarta. Pustaka Fahima*.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: a measure of work/nonwork interference and enhancement. *Journal of occupational health psychology*, 14(4), 441-456.  
<https://doi.org/10.1037/a0016737>
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry*, 15(2), 103-111.  
<https://doi.org/10.1002/wps.20311>
- Munandar, A. S. (2014). *Psikologi Industri dan Organisasi*. Jakarta: Universitas Indonesia (UI-Pres).
- Rizaldi, A. (2020). Implementasi Manajemen Talenta dan Kerjasama Tim dalam Meningkatkan Performa Karyawan. *JIPAGS (Journal of Indonesian Public Administration and Governance Studies)*, 4(2).  
<https://doi.org/10.31506/jipags.v4i2.7641>
- Rolos, J. K., Sambul, S. A., & Rumawas, W. (2018). Pengaruh beban kerja terhadap kinerja karyawan pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis (JAB)*, 6(004), 19-27.  
<https://doi.org/10.35797/jab.v6.i004.19-27>
- Setyanti, S. W., Fagastia, I. R., & Sudarsih. (2022). The Influence of Burnout, Workload and Work-Life Balance on Employee Performance. *Budapest International Research and Critics Insititute-Journal (BIRCI-Journal)*, 5(1), 1573-1580, ISSN (Online) : 2651-3076.  
<https://doi.org/10.33653/jkp.v5i2.143>
- Sudarso, A. P., Narimawati, U., Affandi, A., Priadana, S., & Erlangga, H. (2022). Pengaruh Pelatihan dan Disiplin Kerja terhadap Kinerja Guru SMA Swasta di Wilayah Kecamatan Parung Panjang dan Tenjo Kabupaten Bogor. *JiIP - Jurnal Ilmiah Ilmu Pendidikan*, 5(3), 960-964.  
<https://doi.org/10.54371/jiip.v5i3.525>