

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Workload and Work Stress on Burnout: The Mediating Role of Work-Life Balance among BPKAD Employees in Palopo City

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ABSTRACT

This study aims to examine the effect of workload and Work Stress on burnout, with work-life balance as a mediating variable among employees of the Regional Financial and Asset Management Agency of Palopo City. This study employs a quantitative approach using a survey method. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that Work Stress has a positive and significant effect on burnout, while workload does not have a significant effect on burnout. Furthermore, workload has a positive and significant effect on work-life balance, whereas Work Stress does not significantly affect work-life balance. In addition, work-life balance is found to have a significant mediating role in the relationship between workload, Work Stress, and burnout. These findings suggest that managing Work Stress and maintaining work-life balance are essential in reducing employee burnout. This study provides practical implications for organizations, particularly in the public sector, to develop strategies that support employee well-being and performance.

Keywords: Workload, Work Stress, Work-Life Balance, Burnout, SEM-PLS.

I. Introduction

In the modern era, industrial and service sectors are experiencing rapid development. This growth is driven by technological advancements, globalization, and increasing population demands. These changes require organizations to continuously enhance efficiency and productivity. In this context, employees play a crucial role in maintaining organizational performance and sustainability (Yuslinda & Hendrik, 2024). This phenomenon of work pressure is not merely an individual issue but has become a national concern. The World Health Organization (WHO, 2019) officially classifies burnout as a syndrome resulting from chronic workplace stress that has not been successfully managed. In Indonesia, the prevalence of burnout among healthcare workers varies from 19.8% to 62.85% before the pandemic, and up to 82% during the pandemic (Simbolon, 2023). Furthermore, research by Lamuri et al. (2023) found that approximately 37.5% of healthcare workers experience burnout, with significant proportions of emotional exhaustion and depersonalization. This condition highlights the need for a deeper understanding of burnout within the Indonesian work context (Pambudi & Hakim, 2025).



Burnout has become a common phenomenon in modern workplaces. Maslach and Leiter (2016) describe burnout as a syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. This condition is caused by prolonged Work Stress. This condition reduces productivity and negatively affects both employee well-being and organizational performance. High workload is one of the main factors contributing to burnout. Robbins and Judge (2018) argue that excessive workload can cause both physical and psychological fatigue. Research by Lineuwih et al. (2023) also indicates that the heavier the perceived workload, the higher the likelihood of stress and burnout. Work Stress also plays a significant role in triggering burnout. Marisa and Utami (2021) state that Work Stress occurs when job demands exceed an individual's capacity. Similarly, Chandra (2023) found that Work Stress positively affects burnout levels, especially among public sector employees who bear substantial responsibilities.

However, not every individual experiencing high workload and Work Stress necessarily experiences burnout. This highlights the importance of work-life balance as a mediating variable. Greenhaus and Allen (2019) emphasize that maintaining balance enhances quality of life. It also helps individuals manage work pressure. As a result, the risk of burnout can be reduced. Consistent with this finding, Irmayana, Saharuddin, and Wahida (2024) found that work-life balance helps integrate work and personal life, positively affecting motivation and job satisfaction. A well implemented work-life balance improves employee well-being and reduces exhaustion resulting from work demands. Several previous studies have examined the relationship between workload, Work Stress, and burnout. Anggriani and Idufilastri (2023) found that workload influences burnout, while Lineuwih et al. (2023) showed that Work Stress significantly affects burnout. Puspita et al. (2023) reported that work-life balance can reduce burnout levels. However, most prior studies focused on formal sectors in large cities. Smaller regions such as Palopo remain relatively unexplored.

Burnout is also evident among employees of the Regional Financial and Asset Management Agency (BPKAD) in Palopo City. Their heavy responsibilities in managing regional finances and meeting strict deadlines often cause high work pressure. This situation necessitates attention to factors influencing burnout, including workload, Work Stress, and work-life balance. Therefore, this study aims to analyze the effect of workload and Work Stress on burnout, with work-life balance as a mediating variable among employees of the Regional Financial and Asset Management Agency (BPKAD) in Palopo City. This study addresses a research gap, as previous studies have largely focused on direct relationships between variables. Limited research has examined the mediating role of work-life balance, particularly in the public sector in Indonesia.

II. Literature Review and Hypothesis Development

2.1. Theoretical Basis

The job demands-resources theory was developed by Bakker & Demerouti (2007). The job demands-resources theory explains that each job has specific risk factors related to work stress, which are divided into two main factors: demands and resources. This theory explains that excessive workload demands can influence employees' perceptions of the level of reciprocal equity they receive. If employees feel that the compensation they receive is not commensurate with their performance or the amount of work they receive, this will certainly reduce their motivation to deliver optimal results. Consequently, they will feel burdened in carrying out their work, which will result in decreased employee performance. Conversely, if employees receive compensation commensurate with the amount of work they do, this will minimize the risk of workload overload.

This study is grounded in the Job Demands-Resources (JD-R) theory, which posits that job demands such as workload and Work Stress can lead to strain and burnout when they exceed employees' capacity. Conversely, job and personal resources, such as work-life balance, can help individuals cope with these demands, thereby reducing the likelihood of burnout. Therefore, work-life balance is considered a crucial mediating variable in explaining how job demands influence burnout.

2.2. Workload

Workload refers to the demands or tasks that must be completed by an individual within a specific time frame, both in terms of quantity and quality. When workload exceeds an employee's capacity, it can trigger physical and psychological strain (Munandar, 2018). Tarwaka (2015) divides workload into three dimensions: physical, mental, and time based workloads, all of which require optimal management to prevent stress and burnout. Factors influencing workload can be classified as internal such as ability, skills, motivation, and experience and external such as task complexity, organizational support, and work environment. Workload indicators According to (Koesomowidjojo, 2017), workload indicators include:

a. Working Conditions

The working conditions referred to here are that the company must have and disseminate SOPs (Standard Operating Procedures) to all elements within the company so that all employees can easily perform and operate delegated work tasks, minimize errors and workplace accidents, reduce the workload of employees outside their job descriptions, and facilitate employee communication with superiors and coworkers. This allows us to determine how well employees understand their jobs.

b. Utilization of Working Time

Working hours that comply with Standard Operating Procedures (SOPs) significantly impact minimizing the workload on employees. This allows employees to complete tasks on time. However, companies that do not have established SOPs result in ineffective use of time.

c. Targets to be achieved

A work target set by the company will impact the workload received by employees. An individual's perspective on the magnitude of a target for a given task is to complete the work within a certain timeframe.

2.3. Work Stress

Work Stress arises when job demands exceed an individual's capacity, leading to emotional, physical, or behavioral tension (Mangkunegara, 2017; Robbins & Judge, 2017). Factors that contribute to Work Stress include excessive workload, time pressure, role conflict, role ambiguity, poor work environment, and lack of social support. Work Stress dimensions include physical, psychological, and behavioral aspects, all of which affect employee performance and job satisfaction (Marisa & Utami, 2021). According to Buulolo et al (2021), the indicators of Work Stress are:

a. Work Pressure

Work pressure reflects the level of demands an employee must face in completing tasks, including targets, timeframes, and work complexity. Excessive pressure can make individuals feel pressured and struggle to meet these demands, potentially leading to work stress.

b. Authority and Responsibility

Authority and responsibility are key indicators of work stress. Stress may arise when there is an imbalance between them, either due to high responsibility without sufficient authority or excessive demands accompanying large authority, both of which can create psychological pressure.

c. Physical Condition or Health

Physical condition also affects work stress, as poor health and an unsupportive environment can reduce resilience and increase vulnerability to stress. Thus, work stress is influenced by work pressure, organizational roles, and an individual's physical condition.

2.4. Burnout

Burnout is a state of physical, emotional, and mental exhaustion resulting from prolonged Work Stress (Maslach & Leiter, 2019). Factors influencing burnout include high workload, lack of social support, poor work-life balance, role conflict, and unhealthy work environments (Tarwaka, 2015). Burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. According to Maslach and Leiter (2016) and in (Kumajas et al., 2023), burnout indicators are described as follows:

a. Emotional Exhaustion

Describes a condition where an individual feels emotionally drained due to constant work demands. In this state, a person tends to feel tired, lose energy, and no longer has the enthusiasm to carry out their duties.

b. Depersonalization

Refers to a negative attitude or detachment from others, especially in the work context. Individuals experiencing this condition tend to be cold, lack empathy, and treat others impersonally, like objects. This usually arises as a form of self-protection mechanism due to prolonged work pressure.

c. Decreased Self-Achievement

Related to a decline in feelings of competence and accomplishment at work. Individuals begin to feel incompetent, lack self-confidence, and perceive their work results as unsatisfactory. This condition can reduce work motivation and make individuals feel less productive in carrying out their duties. Thus, these three indicators show that burnout not only impacts emotional well-being but also affects an individual's attitude and self-assessment at work.

2.5. Work-life balance

Work-life balance is a condition in which individuals are able to balance job demands and personal life harmoniously (Greenhaus & Allen, 2017; Sari & Sahrah, 2023). Factors affecting work-life balance include workload, organizational support, job control, life stage, and work culture. Its dimensions consist of time balance, involvement balance, and satisfaction balance (Greenhaus & Allen, 2017). This study examines the relationship between Workload (X1) and Work Stress (X2) as independent variables, Burnout (Y) as the dependent variable, and Work-life balance (Z) as the mediating variable. Theoretically, excessive workload can induce Work Stress, both of which contribute to burnout. However, a good work-life balance is believed to reduce or break the negative effects of workload and Work Stress on burnout. Previous studies (Hassan et al., 2024; Pratiwi et al., 2022) have shown that workload and Work Stress are positively related to burnout, while work-life balance acts as a protective factor that reduces burnout levels. Based on these findings, the conceptual framework of this study is structured as follows. Work-Life Balance indicators according to Hudson (Arifin & Muharto, 2022) are as follows:

a. Time Balance

This is a method used to balance work relaxation and rest time. This means balancing hours spent at work with hours dedicated to self-care and other activities outside of work.

b. Innovative Balance

This ensures that employees maintain a healthy psychological balance both at work and outside of it, allowing them to enjoy downtime and engage in social activities.

c. Satisfaction Balance

This measures personal satisfaction compared to an individual's success in balancing their personal life with their work life.

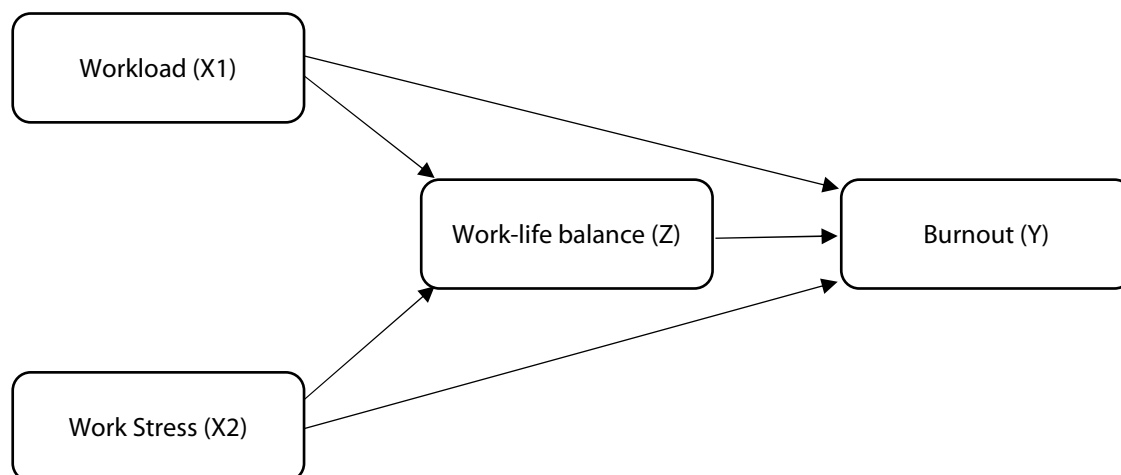


Figure 1. Conceptual Framework

2.6. Hypothesis Development

a. Workload and Burnout

Workload refers to job demands that must be completed within a certain time frame, in terms of both quantity and quality (Tarwaka, 2015; Handoko, 2016). Employees with high workloads tend to experience physical and psychological pressure, which can increase the risk of burnout, including emotional exhaustion (Maslach & Leiter, 2016; Ardiningrum et al., 2024). In public institutions such as BPKAD Palopo City, the demand for managing regional financial reports makes employees more vulnerable to burnout. Recent studies also show that high workloads, one form of job demand, have a strong influence on the onset of burnout (Afrianty & Dewi, 2022). A greater or increasing workload experienced by employees will increase their perceived burnout. Conversely, if the workload decreases, employee burnout will also decrease. A heavy workload is a major trigger for employee burnout (Chandra, 2024).

H1: Workload has a significant effect on burnout.

b. Work Stress and Burnout

Work Stress occurs when job demands exceed an individual's capacity, affecting physical, emotional, and behavioral conditions (Mangkunegara, 2017; Handoko, 2016). Triggers of Work Stress include excessive workload, tight deadlines, role conflict, and lack of social support (Marisa & Utami, 2021). Previous studies have shown that employees experiencing high levels of stress tend to be more prone to burnout (Samura & Sitompul, 2020).

H2: Work Stress has a significant effect on burnout.

c. Workload and Work-life balance

A high workload can consume time and energy, reducing the balance between work and personal life (Greenhaus & Allen, 2017; Wirawan, 2022). Employees who experience this imbalance are more likely to

suffer burnout due to the lack of recovery time and personal well-being (Sari & Sahrah, 2023). Nabila & Syarvina (2022) explain that workload is a number of activities that an organization is required to carry out within a predetermined deadline.

H3: Workload has a significant effect on work-life balance.

d. Work Stress and Work-life balance

Work Stress not only affects psychological conditions but also influences an individual's ability to manage time and energy between work and personal life (Greenhaus & Allen, 2019). Employees experiencing high levels of Work Stress tend to have lower work life balance and therefore require greater attention to maintain their overall well being (Upadianti & Surya, 2025).

H4: Work Stress has a significant effect on work-life balance.

e. Work-life balance as a Mediating Variable Between Workload, Work Stress, and Burnout

Work-life balance can serve as a mediating mechanism that reduces the negative effects of workload and Work Stress on burnout. Employees who can maintain harmony between their job and personal life tend to have better psychological resilience, thereby lowering emotional exhaustion (Greenhaus & Allen, 2019; Ardiningrum et al., 2024).

H5: Work-life balance mediates the relationship between workload, Work Stress, and burnout.

III. Research Method

This study employs a quantitative explanatory approach to examine the effects of workload and Work Stress on burnout, as well as the mediating role of work-life balance among employees of the Regional Financial and Asset Management Agency (BPKAD) of Palopo City. The selection of variables is grounded in the Job Demands-Resources (JD-R) theory, which explains the relationship between job demands, resources, and burnout (Bakker & Demerouti, 2007). The research was conducted at the BPKAD Office of Palopo City, South Sulawesi, from April to June 2025. This period was selected to capture relatively stable working conditions and to avoid peak workload fluctuations that could bias employees' responses. Moreover, conducting the study within this timeframe ensured adequate participation and enhanced the consistency and reliability of the data collected. The population consisted of all employees, including civil servants (ASN) and non-ASN staff, totaling 100 individuals. The sample was determined using purposive sampling, as this method allows the selection of respondents based on specific criteria relevant to the research objectives, such as having at least one year of work experience, having fixed or shift-based working hours, and willingness to participate. Based on the Slovin formula with a 5% margin of error, the final sample size was 80 respondents, which is also considered adequate for PLS-SEM analysis. The use of a 5% margin of error in the Slovin formula was considered appropriate as it provides a balance between accuracy and feasibility, particularly given the relatively small population size. This level of precision is commonly used in social science research to ensure reliable representation.

Data were collected through structured online questionnaires distributed directly to respondents. Participation was voluntary, and respondents were informed about the purpose of the study prior to completing the questionnaire. The measurement instrument was developed based on previously validated scales from prior studies to ensure content validity. All variables were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The measurement of each variable was based on established indicators: workload (task quantity, task complexity, and time pressure), Work Stress (physical, psychological, and behavioral symptoms), burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment), and work-life balance (time balance, involvement balance, and satisfaction balance). Data

analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. This method was chosen due to its suitability for analyzing complex models involving multiple variables and mediating effects, as well as its robustness with relatively small sample sizes (Hair et al., 2022). The analysis consisted of two stages: evaluation of the measurement model (outer model) and the structural model (inner model).

The measurement model was assessed through convergent validity (outer loadings and Average Variance Extracted/AVE), reliability (Composite Reliability and Cronbach's Alpha), and discriminant validity (Fornell-Larcker criterion and HTMT ratio). A threshold value of 0.70 was used to confirm reliability. The structural model was evaluated using the coefficient of determination (R^2) and path coefficient significance obtained through bootstrapping procedures. The mediating role of work-life balance was tested using indirect effect analysis to determine whether the mediation effect was partial or full. In addition, descriptive statistics were presented in tables and charts to support data interpretation. This study also acknowledges the potential influence of other variables, such as organizational support and individual characteristics, which were not included in the model.

IV. Result And Discussion

4.1. Descriptive Results

Descriptive statistics provide an overview of respondents' characteristics, including gender, age, education level, years of service, and employment status.

Table 1. Respondents by Gender

No	Gender	Frequency	Percentage
1.	Male	34	42.5%
2.	Female	46	57.5%
	Total	80	100%

Based on the table above, it can be seen that the majority of respondents are female (57.5%), while male respondents account for 42.5%. This indicates that most of the respondents are female.

Table 2. Respondents by Age

No	Age	Frequency	Percentage
1.	<30 years	33	41.25%
2.	30-40 years	33	41.25%
3.	>40 years	14	17.50%
	Total	80	100%

Based on the table above, it is shown that the age groups under 30 years and 30–40 years have the same number of respondents, each totaling 33 people (41.25%). Meanwhile, respondents aged over 40 years amount to 14 people (17.5%). These data indicate that the majority of respondents are in the young to middle productive age group.

Table 3. Respondents by Education Level

No	Education Level	Frequency	Percentage
1.	High School/Vocational	23	28.75%
2.	Bachelor's (S1)	45	56.25%
3.	Master's (S2)	12	15.00%

Based on the table above, the majority of respondents have a bachelor's degree (S1), totaling 45 people (56.25%). Next, 23 people (28.75%) have a high school/vocational school (SMA/SMK) education, and

12 people (15.0%) have a master's degree (S2). This indicates that most respondents have a high level of education.

Table 4. Respondents by Years of Service

No	Years of Service	Frequency	Percentage
1.	>1 years	17	21,25%
2.	1-3 years	30	37,50%
3.	4-6 years	29	36,25%
4.	>6 years	4	5,00%
Total		80	100%

Based on table 4, respondents with a work tenure of 1–3 years totaled 30 people (37.5%), followed by those with 4–6 years of service, totaling 29 people (36.25%). Respondents with less than 1 year of service numbered 17 people (21.25%), while those who had worked for more than 6 years amounted to only 4 people (5.0%). Thus, the majority of respondents can be categorized as having relatively short to medium tenure at the BPKAD office.

Table 5. Respondents by Employment Status

No	Employment Status	Frequency	Percentage
1.	Non-Civil Servant	40	50,00%
2.	Civil Servant	26	32,50%
3.	Contract/Honorary	14	17,50%

Based on table 5, it can be seen that the majority of respondents are non civil servants (non-PNS), totaling 40 people (50.0%), followed by civil servants (PNS) with 26 people (32.5%), and the remaining 14 people (17.5%) are contract or honorary employees. This indicates that most of the respondents come from the non-civil servant category.

4.2. Results of Construct Validity Test

a. Convergent Validity

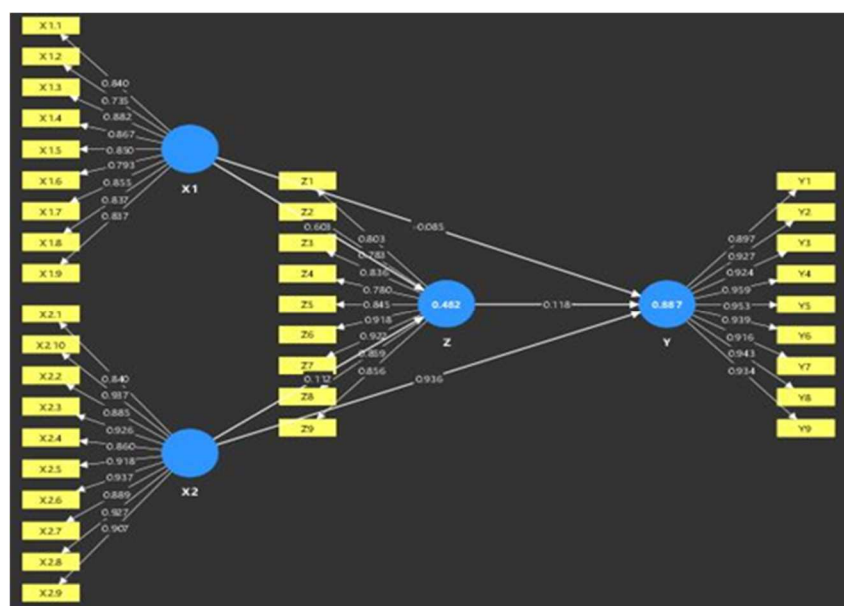


Figure 2. Outer Model Result

Figure 2 presents the outer model results using PLS-SEM, showing the relationships between indicators and latent variables. Latent variables are represented by circles and measured by indicators in boxes, with arrows indicating a reflective model. Outer loadings reflect indicator contributions, where values ≥ 0.7 indicate good convergent validity, while ≥ 0.5 are acceptable in exploratory studies. The R^2 values show how much variance of endogenous variables is explained by the model.

Table 6. Outer Loading

Variabels	Items	Value	Results
Workload (X1)	X1.1	0.840	Valid
	X1.2	0.735	
	X1.3	0.882	
	X1.4	0.867	
	X1.5	0.85	
	X1.6	0.793	
	X1.7	0.855	
	X1.8	0.837	
	X1.9	0.837	
Work Stress (X2)	X2.1	0.840	Valid
	X2.2	0.885	
	X2.3	0.926	
	X2.4	0.860	
	X2.5	0.918	
	X2.6	0.937	
	X2.7	0.889	
	X2.8	0.927	
	X2.9	0.907	
	X2.10	0.937	
Burnout (Y)	Y1	0.897	Valid
	Y2	0.927	
	Y3	0.924	
	Y4	0.959	
	Y5	0.953	
	Y6	0.939	
	Y7	0.916	
	Y8	0.943	
	Y9	0.934	
Work-life balance (Z)	Z1	0.803	Valid
	Z2	0.783	
	Z3	0.836	
	Z4	0.780	
	Z5	0.845	
	Z6	0.918	
	Z7	0.922	
	Z8	0.859	
	Z9	0.856	

Based on Table 6 above, it can be seen that all indicators in the research variables meet the criteria for convergent validity, as they have outer loading values above 0.7. This indicates that each indicator is able to adequately represent its construct, making the questionnaire items suitable for use in the next stage of analysis.

4.3. Results of Discriminant Validity Test

Table 7. Discriminant Validity Test (Output Fornell-Larcker Criterion)

Variabel	Workload	Work Stress	Burnout	WLB
Workload	0.834			
Work Stress	0.781	0.903		
Burnout	0.727	0.938	0.933	
WLB	0.691	0.583	0.605	0.846

Based on Table 7 above, it can be concluded that the square root of the Average Variance Extracted (\sqrt{AVE}) for each construct is higher than the correlation values with other constructs. Thus, all constructs in this research model have met the criteria for discriminant validity. Furthermore, to reinforce these results, an examination was conducted using the Cross Loading values, as presented in Table 4.8.

Table 8. Cross Loading

Item	Workload	Work Stress	Burnout	WLB
X1.1	0.840	0.712	0.654	0.579
X1.2	0.735	0.58	0.545	0.6
X1.3	0.882	0.743	0.637	0.526
X1.4	0.867	0.739	0.656	0.548
X1.5	0.850	0.64	0.62	0.604
X1.6	0.793	0.489	0.427	0.537
X1.7	0.855	0.612	0.577	0.656
X1.8	0.837	0.614	0.626	0.655
X1.9	0.837	0.709	0.683	0.462
X2.1	0.821	0.840	0.789	0.621
X2.2	0.629	0.885	0.911	0.485
X2.3	0.782	0.926	0.796	0.536
X2.4	0.75	0.860	0.865	0.557
X2.5	0.743	0.918	0.774	0.549
X2.6	0.692	0.937	0.837	0.556
X2.7	0.695	0.889	0.896	0.537
X2.8	0.636	0.927	0.878	0.448
X2.9	0.687	0.907	0.868	0.492
X2.10	0.625	0.937	0.849	0.487
Y1	0.621	0.871	0.897	0.559
Y2	0.656	0.834	0.927	0.535
Y3	0.654	0.82	0.924	0.571
Y4	0.704	0.906	0.959	0.617
Y5	0.675	0.874	0.953	0.536
Y6	0.699	0.919	0.939	0.536
Y7	0.713	0.882	0.916	0.582
Y8	0.685	0.901	0.943	0.555
Y9	0.696	0.859	0.934	0.587
Z1	0.529	0.537	0.473	0.803
Z2	0.528	0.432	0.489	0.783
Z3	0.579	0.615	0.685	0.836
Z4	0.476	0.361	0.381	0.780
Z5	0.669	0.507	0.527	0.845
Z6	0.633	0.499	0.547	0.918
Z7	0.616	0.503	0.504	0.922
Z8	0.579	0.414	0.427	0.859
Z9	0.615	0.520	0.511	0.857

Based on Table 8 above, it can be seen that all indicators in this research model have met good discriminant validity. Each indicator shows higher values for the construct it measures compared to other constructs, indicating no significant overlap. These results reinforce that the measurement model in this study is suitable for use in the next stage of analysis.

4.4. Results of Construct Reliability Test

Table 9. Results of Reliability Test

Variabel	Cronbach Alpha	Composite Reliability (rho a)	Composite Reliability (rho c)
Workload	0.945	0.947	0.954
Work Stress	0.975	0.975	0.978

Based on Table 9 above, it can be concluded that all constructs in this study have good reliability. Composite Reliability and Cronbach's Alpha values exceeding 0.70 indicate that the research instrument is able to provide consistent results in measuring the variables studied. Therefore, the questionnaire used can be considered reliable and suitable for further analysis.

4.5. Results of the Coefficient of Determination (R²) Test

Table 10. Results of the Coefficient of Determination (R²) Test

	R-Square	R-Square Adjusted
Burnout	0.887	0.883
Work-life balance	0.482	0.468

Based on Table 10 above, the R-Square value for the Burnout variable is 0.887, indicating that the exogenous variables are able to explain 88.7% of the variance in Burnout, which falls into the very strong category. Meanwhile, the Work-life balance variable has an R² value of 0.482, meaning that 48.2% of its variance can be explained by the exogenous variables, which is categorized as moderate.

4.6. Hypothesis Testing

Table 11. Hasil Uji Path Coefficient

	Original Sample (o)	Sampel Mean (M)	Standar Deviation (STDEV)	T Statistic (O/STDEV)	P-values
Workload → Burnout	-0.085	-0.085	0.095	0.902	0.367
Work Stress → Burnout	0.936	0.933	0.073	12.767	0.000
Workload → Work-life balance	0.603	0.609	0.139	4.326	0.000
Work Stress → Work-life balance	0.112	0.112	0.152	0.736	0.462
Work-life balance mediates Workload & Work Stress → Burnout	0.118	0.123	0.057	2.086	0.037

Based on the results of the path significance test analysis using the bootstrapping technique in SmartPLS, the findings are as follows:

a. Workload on Burnout

The path coefficient value is -0.085 with a t-statistic of 0.902 (<1.96) and a p-value of 0.367 (>0.05). This result indicates that workload does not have a significant effect on burnout. Therefore, the first hypothesis, which states that workload affects burnout, is rejected.

b. Work Stress on Burnout

The path coefficient value is 0.936 with a t-statistic of 12.767 (>1.96) and a p-value of 0.000 (<0.05). This shows that Work Stress has a positive and significant effect on burnout. In other words, the higher the level of Work Stress experienced by employees, the higher the level of burnout felt. Thus, the second hypothesis, which states that Work Stress affects burnout, is accepted.

c. Workload on Work-life balance

The path coefficient value is 0.603 with a t-statistic of 4.326 (>1.96) and a p-value of 0.000 (<0.05). This indicates that workload has a positive and significant effect on work-life balance. Therefore, the third hypothesis, which states that workload affects work-life balance, is accepted.

d. Work Stress on Work-life balance

The path coefficient value is 0.112 with a t-statistic of 0.736 (<1.96) and a p-value of 0.462 (>0.05). This indicates that Work Stress does not have a significant effect on work-life balance. Therefore, the fourth hypothesis, which states that Work Stress affects work-life balance, is rejected.

e. Workload and Work Stress on Burnout through Work-life balance

The mediation coefficient value is 0.118 with a t-statistic of 2.086 (>1.96) and a p-value of 0.037 (<0.05). This shows that work-life balance serves as a significant mediating variable. Therefore, the fifth hypothesis, which states that workload and Work Stress indirectly affect burnout through work-life balance, is accepted.

4.7. Discussion

a. Workload and Burnout

The results of the study indicate that workload does not have a significant effect on burnout among employees of BPKAD Kota Palopo, with a path coefficient of -0.085, t-statistic of 0.902 (<1.96), and p-value of 0.367 (>0.05). This means that even though employees face a relatively high workload, it does not directly increase the risk of burnout. Therefore, the first hypothesis is rejected. In line with research (Zulfikar & Kasiyati, 2024) which states that workload does not have a significant effect on burnout. Research (Panhardyka et al., 2024) also states that workload has no significant effect on burnout. This result contradicts the research results from (Afrianty & Dewi, 2022) in his research which showed that workload has a positive and significant influence on burnout.

According to Tarwaka (2015), workload is the discrepancy between job demands and the worker's capacity, which, if excessive, can cause physical and psychological fatigue. In this context, the theory emphasizes that the heavier the workload, the greater the risk of burnout. However, the findings of this study do not support this theory. However, this finding contradicts the Job Demands–Resources (JD-R) theory proposed by (Bakker & Demerouti, 2007), which suggests that high job demands such as workload typically lead to burnout. This discrepancy indicates that contextual factors, such as organizational support and individual coping strategies, may play a more dominant role in this study. One logical reason is that BPKAD employees are able to adjust to the work rhythm through task distribution, relatively regular working hours, or supportive team systems, so a high workload does not automatically lead to burnout.

Robbins and Judge (2017) state that burnout is influenced not only by workload but also by factors such as Work Stress, leadership, and organizational climate. Thus, even with high workload, burnout can be

reduced through supportive environments and effective coping strategies, as seen in the BPKAD context. These findings are consistent with Afiansyah and Adi (2024) and Alimuddin and Puspitasari (2021), who found that workload does not significantly affect burnout when supported by strong organizational and social factors.

b. Work Stress and Burnout

The results of the study indicate that Work Stress has a positive and significant effect on burnout among employees of BPKAD Kota Palopo, with a path coefficient of 0.936, t-statistic of 12.767 (>1.96), and p-value of 0.000 (<0.05). This means that the higher the level of Work Stress experienced by employees, the higher their risk of experiencing burnout. Therefore, the second hypothesis is accepted. In line with research (Pratama & Ekowati, 2026) which found that Work Stress has a positive effect on burnout at PT Galempa Sejahtera Bersama (GSB) Four Lawang. According to Mangkunegara (2017), Work Stress is the feeling of pressure experienced by employees in facing job demands due to an imbalance between demands and individual capabilities. When this pressure persists over time, it can lead to psychological fatigue and even burnout. Similarly, Maslach and Leiter (2016) explain that chronic Work Stress is one of the main triggers of burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment.

These results reflect the phenomenon among BPKAD Kota Palopo employees, where administrative workload and responsibility for the accuracy of financial reports often create high work pressure. This condition is exacerbated by tight deadlines and minimal room for error, making employees without effective coping strategies more vulnerable to burnout. The findings of this study are in line with Sariwulan (2023), which showed that Work Stress significantly affects burnout in the service sector. Another study by Jayanti et al. (2021) also demonstrated that Work Stress triggers fatigue syndrome among nurse managers during the COVID-19 pandemic.

c. Workload and Work-life balance

The results of the study indicate that workload has a positive and significant effect on work-life balance, with a path coefficient of 0.603, t-statistic of 4.326 (>1.96), and p-value of 0.000 (<0.05). This means that the higher the workload received by employees, the greater its influence on work-life balance. Therefore, the third hypothesis is accepted. Research findings (Meilanti et al., 2025) show that workload has a positive and significant effect on work-life balance. Research (Putri & Primadineska, 2023) also found that workload has a positive effect on work-life balance. According to Greenhaus and Allen (2017), work-life balance is an individual's ability to allocate time, energy, and satisfaction proportionally between job demands and personal life. In this context, an increased workload can actually encourage individuals to be more disciplined in managing their time and setting priorities to maintain balance. Meanwhile, Greenhaus and Beutell (1985) add that as job demands increase, the potential for conflict between work and personal life roles also rises, requiring individuals to have good self-management skills to preserve this balance. These findings align with the study by Sari and Sahrah (2023), which showed that workload has a significant effect on work-life balance among private sector employees, where high workloads demand better adaptation and time management skills. Similarly, Rahman and Putri (2022) stated that employees facing heavy workloads but unable to set boundaries between work and personal life tend to experience disruptions in work-life balance.

d. Work Stress and Work-life balance

The results of the study indicate that Work Stress does not have a significant effect on work-life balance, with a path coefficient of 0.112, t-statistic of 0.736 (<1.96), and p-value of 0.462 (>0.05). This means that although employees experience psychological pressure due to work, it does not necessarily disrupt their work-life balance. Therefore, the fourth hypothesis is rejected. This is in line with research (Megayani et al., 2023) which states that work stress has a significant negative effect on work-life balance. According to Robbins and Judge (2017), Work Stress is an individual's response when facing job demands that exceed their abilities or available resources. Theoretically, high levels of Work Stress should disrupt work-life balance

because an individual's energy and attention are consumed by work demands, reducing the time and quality of interactions outside of work. However, the findings of this study indicate otherwise.

This difference can be explained by the coping theory proposed by Lazarus and Folkman (1984), which states that individuals have the ability to adjust to pressure through various stress management strategies. These strategies may include effective time planning, seeking social support from colleagues or family, and reframing the perception of stressful work situations. With such abilities, employees can maintain their life balance even when facing work pressure. These results indicate that Work Stress does not always negatively affect work-life balance when individuals have strong adaptive abilities and supportive work environments, as seen in BPKAD. This finding is consistent with Nurasyifa and Rakhman (2021) and Afiansyah and Adi (2024), who reported that the impact of Work Stress is contextual and not always significant.

e. Work-life balance as a Mediating Variable Between Workload, Work Stress, and Burnout

The results of the study indicate that work-life balance serves as a significant mediating variable in the relationship between workload and Work Stress on burnout, with a path coefficient of 0.118, t-statistic of 2.086 (>1.96), and p-value of 0.037 (<0.05). This means that work-life balance can weaken the negative effects of workload and Work Stress on burnout. Therefore, the fifth hypothesis is accepted. In research (Kartika & Riana, 2024) at PDAM Tirta Sewakadarma Denpasar, it was stated that mediating work-life balance had a negative effect on workload on work stress. According to Greenhaus and Allen (2019), work-life balance refers to an individual's ability to proportionally allocate time and energy between work and personal life, enabling them to meet job demands without neglecting personal needs and reducing the risk of burnout. Similarly, Hobfoll (1989), through the Conservation of Resources Theory, explains that individuals with good work-life balance possess sufficient psychological resources to cope with Work Stress, making them more resilient and less prone to emotional exhaustion.

These findings align with the study by Puspita et al. (2023), which demonstrated that work-life balance plays a role in reducing employee burnout levels. The research by Maulingga, Sulaimiah, and Nurmayanti (2022) also found that work-life balance, through burnout, affects job satisfaction, highlighting its important role as a mediator. This finding highlights that work-life balance functions as a protective mechanism that helps employees manage job demands and stress more effectively. Employees who are able to maintain balance between work and personal life tend to experience lower levels of burnout. From a practical perspective, this implies that organizations should not only focus on reducing workload or stress but also actively support work-life balance through flexible policies and supportive work environments. The findings of this study are consistent with previous research which found that workload significantly increases burnout levels. This indicates that excessive job demands can lead to emotional exhaustion among employees. Furthermore, the mediating role of work-life balance suggests that employees who are able to balance their work and personal life tend to experience lower levels of burnout.

V. Conclusion

This study examines the effect of workload and Work Stress on burnout, with work-life balance as a mediating variable among BPKAD Kota Palopo employees. The results show that workload does not significantly affect burnout, while Work Stress has a positive and significant effect. Workload significantly influences work-life balance, whereas Work Stress does not. Additionally, work-life balance mediates the relationship between workload, Work Stress, and burnout. It is important for employees to maintain a balance between work and personal life to reduce the risk of burnout. Organizations need to pay attention to workload distribution, provide psychological support, and create a healthy and collaborative work environment. These findings also contribute theoretically to the development of human resource management studies, particularly regarding the role of work-life balance as an important mechanism in mitigating the negative impact of work pressure on burnout.

This study has several limitations, including the relatively small sample size, the use of self-reported data, and its focus on a single organization, which may limit the generalizability of the findings. Future research is recommended to explore additional variables such as leadership style, organizational support, and psychological resilience, as well as to apply longitudinal designs to better understand causal relationships. This study emphasizes the importance of managing workload and Work Stress to reduce burnout. Organizations are encouraged to promote work-life balance policies to improve employee well-being and productivity.

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