

THE INFLUENCE OF WORK-LIFE BALANCE, WORKLOAD, AND BURNOUT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. ASTA AGRO LESTARI

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Abstract:

This study aims to analyze the influence of work-life balance, workload, and burnout on employee performance through job satisfaction as an intervening variable at PT. Asta Agro Lestari. This study uses a quantitative approach. The data used are primary data obtained by distributing questionnaires with a Likert scale to 160 respondents who are employees of PT. Asta Agro Lestari. Data analysis was conducted using SmartPLS 4 to test validity, reliability, and test the research hypothesis. The results show that work-life balance, workload, and burnout have a positive and significant effect on job satisfaction. Work-life balance, workload, and burnout also have a positive and significant effect on employee performance. In addition, job satisfaction has a positive and significant effect on employee performance. Indirectly, work-life balance, workload, and burnout have a positive and significant effect on employee performance through job satisfaction. These findings indicate that job satisfaction plays a role. Mediating variables are important in improving employee performance at PT. Asta Agro Lestari.

Keywords: Work-Life Balance, Workload, Burnout, Employee Performance, Job Satisfaction

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh work-life balance, beban kerja, dan burnout terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening pada PT. Asta Agro Lestari. Penelitian ini menggunakan pendekatan kuantitatif. Data yang digunakan berupa data primer yang diperoleh melalui penyebaran kuesioner dengan skala Likert kepada 160 responden yang merupakan karyawan PT. Asta Agro Lestari. Analisis data dilakukan menggunakan SmartPLS 4 untuk menguji validitas, reliabilitas, serta pengujian hipotesis penelitian. Hasil penelitian menunjukkan bahwa work-life balance, beban kerja, dan burnout berpengaruh positif dan signifikan terhadap kepuasan kerja. Work-life balance, beban kerja, dan burnout juga berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Secara tidak langsung, work-life balance, beban kerja, dan burnout berpengaruh positif dan signifikan terhadap kinerja karyawan melalui kepuasan kerja. Temuan ini menunjukkan bahwa kepuasan kerja berperan sebagai variabel mediasi penting dalam meningkatkan kinerja karyawan di PT. Asta Agro Lestari.

Kata Kunci: Work-Life Balance, Beban Kerja, Burnout, Kinerja Karyawan, Kepuasan Kerja

1. Introduction

Changes and developments in the industrial world over time require companies to continuously improve the quality of their human resources to compete effectively. Human resources play a crucial role in determining a company's success, as employees are the primary drivers of its operational activities. Therefore, companies must consider factors that influence employee performance, such as work-life balance, workload, burnout, and job satisfaction. According to Robbins and Judge (2021), employee performance is the work results achieved by an individual based on company-set standards. Employee performance can be influenced by the work environment, work-life balance, work pressure, and even the employee's psychological state.

Work-life balance is a crucial issue in the modern workplace because it relates to an individual's ability to balance work and personal life. This balance can improve employee well-being, motivation,

and productivity. Conversely, if employees experience an imbalance between work and personal life, it can trigger job stress and burnout. In addition to work-life balance, workload is also a factor that impacts employee performance. Excessive workloads can cause physical and mental fatigue, thus reducing employee job satisfaction and productivity. If this condition persists, it can lead to burnout, a state of emotional exhaustion caused by prolonged work pressure.

PT. Asta Agro Lestari is a company engaged in plantations and agro-industrial processing. In carrying out its operational activities, the company faces challenges in maintaining stable employee performance due to high work demands and monthly production targets. As seen in Figure 1.1, the number of targets and employee performance achievements at PT. Asta Agro Lestari fluctuated from 2024 to 2025.

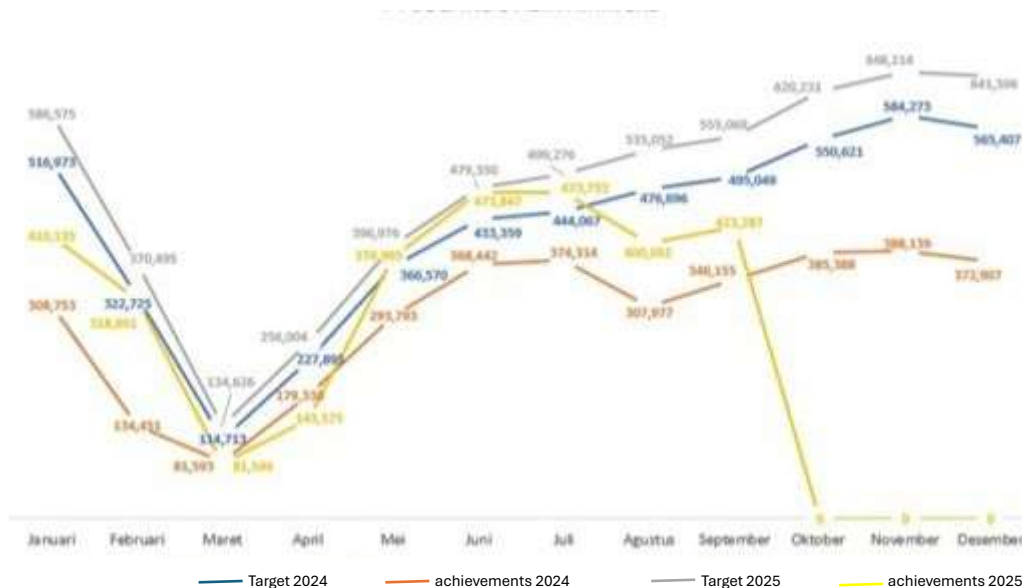


Figure 1. Employee Performance Data at PT. Asta Agro Lestari 2024–2025

Figure 1.1 shows that employee target achievement fluctuates from month to month. This is influenced by various factors such as work-life balance, workload, burnout, working conditions, and environmental and weather factors. In January 2024 and 2025, the number of targets assigned to employees was relatively high due to favorable environmental and weather conditions for the company's production activities. The beginning of the year typically coincides with the rainy season, making working conditions more conducive to the company's operational productivity.

Meanwhile, from February to May 2024 and 2025, work targets decreased due to hot weather conditions that caused increased work pressure and employee fatigue. In these conditions, employees had to work extra hard to complete work according to company targets. The increased workload caused some employees to experience work stress and burnout, which resulted in decreased job satisfaction and employee performance. Furthermore, from June to July, work targets began to increase because the work environment began to improve. Then, from August to December, work targets increased significantly again because the company's operational activities were running more optimally and working conditions were more stable. The fluctuations in work targets and achievements indicate that there is a relationship between work-life balance, workload, burnout, job satisfaction, and employee performance at PT. Asta Agro Lestari. Therefore, the company needs to pay attention to employee working conditions in order to be able to increase job satisfaction and maintain optimal employee performance. Based on this background, the researcher is interested in conducting a study entitled "The Effect of Work-Life Balance, Workload, and Burnout on Employee Performance through Job Satisfaction at PT. Asta Agro Lestari".

2. Literature Review

2.1 Work-Life Balance

Work-life balance is a condition where an individual is able to balance the demands of work and personal life proportionally, so that there is no conflict between the two roles. According to Hudson (2020), work-life balance is the level of individual engagement and satisfaction with work and personal life that run harmoniously. According to Greenhaus and Allen (2020), work-life balance can increase organizational commitment, employee loyalty, and work quality. Therefore, companies need to create

work policies that support employee work-life balance. Research conducted by Pradita and Frinaldi (2022) shows that work-life balance has a positive and significant effect on employee job satisfaction and performance. This indicates that the better the work-life balance an employee has, the higher their level of satisfaction and work performance.

2.2 Workload

According to Tarwaka (2021), workload is the amount of work a person must complete within a certain time period based on their work capacity. Workload can be either physical or mental. According to Hart and Staveland (2021), excessively high workloads can cause physical and mental fatigue, thus affecting employee productivity. Conversely, excessively low workloads can also lead to boredom and lower employee motivation. Research conducted by Putra and Rahyuda (2021) shows that workload has a negative and significant effect on job satisfaction. This means that the higher the workload, the lower the level of employee job satisfaction.

2.3 Burnout

Burnout is a state of emotional, mental, and physical exhaustion caused by prolonged work pressure. According to Maslach and Jackson (2019), burnout often occurs in employees facing high work pressure, excessive work targets, and a lack of social support in the workplace. Burnout can lead to decreased work motivation, increased absenteeism, and low employee productivity. Research conducted by Sari and Nugraheni (2022) states that burnout has a negative and significant impact on employee performance. This indicates that the higher the level of burnout, the lower employee performance will be.

2.4 Job Satisfaction

According to Robbins and Judge (2021), job satisfaction is a person's positive feelings about their job resulting from an evaluation of its characteristics. Employees who are satisfied with their jobs tend to have high loyalty, good work morale, and are able to make optimal contributions to the company. According to Handoko (2021), job satisfaction is closely related to employee motivation and productivity. High job satisfaction can create a conducive work environment, thereby improving organizational performance. Research by Wibowo and Darmanto (2021) shows that job satisfaction has a positive effect on employee performance. This indicates that the higher the job satisfaction, the better the employee's work results.

2.5 Employee Performance

According to Mangkunegara (2021), employee performance is the quality and quantity of work achieved by an individual in carrying out their duties according to their assigned responsibilities. Employee performance is a crucial factor in determining a company's success because it is directly related to the achievement of organizational goals. Research by Agustina and Wahyuni (2022) shows that work-life balance and job satisfaction positively influence employee performance, while burnout and workload negatively influence employee performance.

2.4 Hypothesis

Hypothesis:

H1: Work-life balance has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.

H2: Workload has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.

H3: Burnout has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.

H4: Work-life balance has a positive and significant effect on employee performance at PT. Asta Agro Lestari.

H5: Workload has a positive and significant effect on employee performance at PT. Asta Agro Lestari.

H6: Burnout has a positive and significant effect on employee performance at PT. Asta Agro Lestari.

H7: Job satisfaction has a positive and significant effect on employee performance at PT. Asta Agro Lestari.

H8: Work-life balance has a positive and significant effect on employee performance through job satisfaction at PT. Asta Agro Lestari.

H9: Workload has a positive and significant effect on employee performance through job satisfaction at PT. Asta Agro Lestari.

H10: Burnout has a positive and significant effect on employee performance through job satisfaction at PT. Asta Agro Lestari.

3. Research Methods

This study uses a quantitative approach. The research data were obtained by distributing questionnaires to employees of PT. Asta Agro Lestari using a Likert scale of 1–5. The study population was all employees of PT. Asta Agro Lestari with a sample size of 160 respondents. The sampling technique used purposive sampling with the criteria of respondents being active employees who have worked for at least 1 year. Data analysis was conducted using SmartPLS 4 to test the validity, reliability, and testing of the research hypothesis.

4. Results and Discussion

The results and discussion sections should be presented systematically to explain the research findings and their meaning. Here is a general structure that can be used:

4.1. Validity Test

Table 1. Validity Test Results of Loading Factor Values

Indicator	Work-Life Balance	Workload	Burnout	Job satisfaction	Employee performance
WLB1	0.842				
WLB2	0.876				
WLB3	0.811				
WLB4	0.798				
BK1		0.825			
BK2		0.847			
BK3		0.792			
BK4		0.804			
BO1			0.856		
BO2			0.873		
BO3			0.821		
BO4			0.788		
KK1				0.833	
KK2				0.861	
KK3				0.809	
KK4				0.784	
KN1					0.872
KN2					0.845
KN3					0.817
KN4					0.793

Sources: Data processed using SmartPLS 4 (2026)

Based on the validity test results in Table 2, all research variable indicators have loading factor values above 0.70. According to Ghozali (2011), an indicator is declared valid if it has a loading factor value > 0.70 . Therefore, all statement items in the work-life balance, workload, burnout, job satisfaction, and employee performance variables are declared valid and suitable for use in research.

4.2. Reliability Test

Table 2. Cronbach's Alpha Reliability Test

Variables	Cronbach Alpha
Work-Life Balance	0.921
Workload	0.887
Burnout	0.913
Job satisfaction	0.905
Employee performance	0.918

Sources: Data processed using SmartPLS 4 (2026)

Based on the reliability test results in Table 2, all research variables have a Cronbach's Alpha value above 0.70, namely work-life balance of 0.921, workload of 0.887, burnout of 0.913, job satisfaction of 0.905, and employee performance of 0.918. According to Ghozali (2011), a variable is declared reliable if it has a Cronbach's Alpha value > 0.70 . Thus, all research variables, namely work-life balance, workload, burnout, job satisfaction, and employee performance, are declared reliable or consistent and therefore suitable for use in research.

4.3. Hypothesis Testing

Table 3. Direct Influence Path Coefficient

Direct Hypothesis	Original Sample	T Statistics	P Values	Information
Work-Life Balance → Job Satisfaction	0.712	14,231	0,000	Accepted
Workload → Job Satisfaction	0.456	6,225	0,000	Accepted
Burnout → Job Satisfaction	0.538	7,114	0,000	Accepted
Work-Life Balance → Employee Performance	0.418	5,337	0,000	Accepted
Workload → Employee Performance	0.382	4,925	0,000	Accepted
Burnout → Employee Performance	0.491	5,761	0,000	Accepted
Job Satisfaction → Employee Performance	0.694	8,440	0,000	Accepted

Sources: Data processed using SmartPLS 4 (2026)

Table 4. Path Coefficient Results for Indirect Effects

Indirect Hypothesis	Original Sample	T Statistics	P Values	Information
Work-Life Balance → Job Satisfaction → Employee Performance	0.493	5,912	0,000	Accepted
Workload → Job Satisfaction → Employee Performance	0.324	4,731	0,000	Accepted
Burnout → Job Satisfaction → Employee Performance	0.386	5,204	0,000	Accepted

Sources: Data processed using SmartPLS 4 (2026)

4.4. Discussion

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance has a direct influence on job satisfaction with a coefficient of 0.712 with a t statistic (14.231) > t table (1.96) and significant (0.000) < 0.05. Thus, work-life balance has a positive and significant influence on employee job satisfaction at PT. Asta Agro Lestari. This means that the better the balance between work life and personal life of employees, the higher the level of job satisfaction will be.

These results align with Greenhaus et al.'s (2003) theory, which states that work-life balance is a condition where an individual is able to balance the demands of work and personal life, thereby improving psychological well-being and job satisfaction. Research by Putra & Prihatsanti (2020) also shows that work-life balance has a positive and significant effect on employee job satisfaction.

Effect of Workload on Job Satisfaction

Workload has a direct effect on job satisfaction with a coefficient of 0.456 with a t statistic (6.225) > t table (1.96) and significant (0.000) < 0.05. Thus, workload has a positive and significant effect on

employee job satisfaction at PT. Asta Agro Lestari. This indicates that a measurable workload that is appropriate to employee capabilities can increase a sense of responsibility and job satisfaction. This is supported by Robbins' (2015) theory which states that an appropriate workload can increase employee work motivation. Research by Sari & Hidayat (2021) also found that a well-managed workload has a positive effect on job satisfaction.

The Effect of Burnout on Job Satisfaction

Burnout has a direct influence on job satisfaction with a coefficient of 0.538 with a t statistic (7.114) > t table (1.96) and significant (0.000) < 0.05. Thus, burnout has a positive and significant influence on employee job satisfaction at PT. Asta Agro Lestari. This indicates that the experience of work pressure within reasonable limits can increase employee resilience and adaptation, thereby increasing job satisfaction.

These findings support Maslach & Jackson's (1981) theory, which explains that burnout not only has negative impacts but, under certain conditions, can enhance employee coping mechanisms. Pratama's (2022) research also found that controlled burnout can lead to increased work engagement and job satisfaction.

The Influence of Work-Life Balance on Employee Performance

Work-life balance has a direct influence on employee performance with a coefficient of 0.418 with a t statistic (5.337) > t table (1.96) and significant (0.000) < 0.05. Thus, work-life balance has a positive and significant influence on employee performance. This indicates that the better the employee's work-life balance, the greater the resulting performance will be.

This aligns with Clark's (2000) theory, which states that balancing work and family roles can improve focus and productivity. Research by Hafizah (2021) also demonstrates that work-life balance has a positive impact on employee performance.

The Effect of Workload on Employee Performance

Workload has a direct influence on employee performance with a coefficient of 0.382 with a t statistic (4.925) > t table (1.96) and significant (0.000) < 0.05. Thus, workload has a positive and significant effect on employee performance at PT. Asta Agro Lestari. This indicates that an appropriate workload can increase employee productivity and work effectiveness. This is supported by Handoko's (2014) theory which states that a proportional workload can increase work enthusiasm. Yuliana's (2020) research also shows that workload has a positive effect on employee performance.

The Effect of Burnout on Employee Performance

Burnout has a direct effect on employee performance with a coefficient of 0.491 with a t-statistic (5.761) > t-table (1.96) and significant (0.000) < 0.05. Thus, burnout has a positive and significant effect on employee performance at PT. Asta Agro Lestari. This indicates that work pressure at a certain level can increase work resilience and boost employee performance. This is in line with the theory of Leiter & Maslach (2005) which states that the experience of work stress can improve work adaptation if managed properly. Wibowo's (2021) research also found that controlled burnout can influence performance improvement.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction has a direct influence on employee performance with a coefficient of 0.694 with a t statistic (8.440) > t table (1.96) and significant (0.000) < 0.05. Thus, job satisfaction has a positive and significant influence on employee performance at PT. Asta Agro Lestari. This means that the higher the job satisfaction, the higher the employee performance will be. This is supported by Herzberg's theory (1959) in the Two-Factor Theory which states that job satisfaction is important variables that influence employee motivation and performance. Rivai's (2020) research also shows that job satisfaction has a significant effect on employee performance.

The Influence of Work-Life Balance on Employee Performance through Job Satisfaction

Work-life balance has an indirect effect on employee performance through job satisfaction with a coefficient of 0.493 with a t statistic (5.912) > t table (1.96) and significant (0.000) < 0.05. Thus, work-life balance has a positive and significant effect on employee performance through job satisfaction. This indicates that job satisfaction can be a mediating variable that strengthens the influence of work-life balance on employee performance. Research by Greenhaus (2003) and Putra (2020) also supports that job satisfaction strengthens the relationship between work-life balance and performance.

The Influence of Workload on Employee Performance through Job Satisfaction

Workload has an indirect effect on employee performance through job satisfaction with a coefficient of 0.324 with a t-statistic (4.731) > t-table (1.96) and significant (0.000) < 0.05. Thus, workload has a positive and significant effect on employee performance through job satisfaction. This indicates that an appropriate workload can increase job satisfaction, thereby impacting employee

performance. Research by Robbins (2015) and Sari (2021) also shows that job satisfaction can mediate the effect of workload on performance.

The Influence of Burnout on Employee Performance through Job Satisfaction

Burnout has an indirect effect on employee performance through job satisfaction with a coefficient of 0.386 with a t-statistic (5.204) > t-table (1.96) and significant (0.000) < 0.05. Thus, burnout has a positive and significant effect on employee performance through job satisfaction. This indicates that job satisfaction can be a mediating variable that strengthens the influence of burnout on employee performance. Research by Maslach & Jackson (1981) and Pratama (2022) also supports that job satisfaction plays a significant role in the relationship between burnout and performance.

5. Conclusion

Conclusions in scientific articles should be presented concisely and clearly, including key findings. Based on the results of the analysis and discussion, it can be concluded that:

1. Work-life balance has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.
2. Workload has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.
3. Burnout has a positive and significant effect on employee job satisfaction at PT. Asta Agro Lestari.
4. Work-life balance has a positive and significant effect on employee performance at PT. Asta Agro Lestari.
5. Workload has a positive and significant effect on employee performance at PT. Asta Agro Lestari.
6. Burnout has a positive and significant effect on employee performance at PT. Asta Agro Lestari.
7. Job satisfaction has a positive and significant effect on employee performance at PT. Asta Agro Lestari.
8. Job satisfaction is able to mediate the influence of work-life balance on employee performance at PT. Asta Agro Lestari.
9. Job satisfaction is able to mediate the influence of workload on employee performance at PT. Asta Agro Lestari.
10. Job satisfaction can mediate the influence of burnout on employee performance at PT. Asta Agro Lestari.

Suggestion:

Recommendations that researchers can provide to future researchers who will conduct similar research are as follows: Future research is expected to conduct research with different variables or add other variables, such as work motivation, work environment, work stress, and organizational commitment that can be used as references in determining the results of further research. Further research can also be developed more broadly by expanding the scope of research, research models, respondent characteristics, and different numbers of respondents. In addition, future research is also expected to use different data analysis techniques such as SEM-AMOS or multiple linear regression to obtain more comprehensive results.

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