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The Effect of Work-Life Balance and Burnout on Employee Performance at the Medan City Mayor's Office

Iwan Siberani Buulele[1], Prihatin Lumbanraja[2], Elisabet Siahaan[3]
Master's Program in Management, Faculty of Economics and Business,
University of North Sumatra, North Sumatra, Indonesia
E-mail: iwansiberanibuulele@gmail.com

Abstract

This study examines the effect of work-life balance and burnout on employee performance at the Medan City Mayor's Office. Declining employee performance in public sector organizations has become a persistent concern, often attributed to imbalance between professional demands and personal life, alongside chronic work-related exhaustion. Using a quantitative approach with multiple linear regression analysis, data were collected from 120 civil servants (ASN) through purposive sampling. Results indicate that work-life balance has a positive and significant effect on employee performance ($\beta = 0.412$; $p < 0.05$), while burnout has a negative and significant effect on employee performance ($\beta = -0.378$; $p < 0.05$). Simultaneously, both variables significantly influence employee performance ($F = 47.83$; $p < 0.001$), explaining 44.2% of the variance ($R^2 = 0.442$). These findings underscore the importance of organizational policies that promote balance between work and personal life and effective burnout management strategies to enhance public sector performance.

Keywords: Work-Life Balance, Burnout, Employee Performance, Public Sector, Medan City

INTRODUCTION

The quality of public services in Indonesia is closely linked to the performance of its civil servants (Aparatur Sipil Negara/ASN). As the center of government for North Sumatra Province, the Medan City Mayor's Office (Kantor Walikota Kota Medan) plays a strategic role in delivering administrative and public services to more than 2.4 million residents. However, empirical observations and internal evaluations conducted from 2022 to 2024 have revealed a concerning pattern of declining employee performance, characterized by delayed task completion, reduced service quality, increased absenteeism, and diminishing work motivation among staff.

Phenomenologically, employees at the Medan City Mayor's Office face dual pressures: escalating administrative workloads driven by the expansion of digital governance (e-government) initiatives, and persistent blurring of boundaries between professional and personal life, particularly following the normalization of flexible and hybrid work arrangements post-COVID-19. A preliminary survey conducted by the author in November 2023 involving 35

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employees found that 68.6% felt their work intruded heavily into personal time, while 74.3% reported experiencing symptoms consistent with occupational burnout—including emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment. These conditions directly impair the cognitive and behavioral capacities required for effective job performance.

Work-life balance refers to an individual's ability to simultaneously manage the competing demands of professional responsibilities and personal or family life (Greenhaus & Allen, 2011; Haar et al., 2022). When balance is achieved, employees demonstrate higher engagement, creativity, and organizational commitment. Conversely, when work consistently dominates personal life or vice versa, role conflict and role overload emerge as antecedents of performance decline. In the context of public sector workers in Indonesia, the rigid bureaucratic structure and culture of presenteeism often aggravate work-life imbalance (Tyas & Darsinah, 2021).

Burnout, conceptualized by Maslach and Leiter (1997) and further developed in contemporary research (Schaufeli et al., 2022; Putri & Amri, 2023), is a state of chronic stress that leads to physical and emotional exhaustion, cynicism, and ineffectiveness. In organizational settings, burnout is not merely an individual problem but a systemic outcome of mismatched demands and resources, making it a critical managerial concern. Research consistently demonstrates that burnout negatively predicts task performance, organizational citizenship behavior, and service delivery quality.

Despite the growing body of literature on work-life balance and burnout individually, few studies have examined their simultaneous effects on employee performance within Indonesian municipal government offices, particularly in the context of North Sumatra. This research gap, combined with the empirical phenomena observed at the Medan City Mayor's Office, provides the rationale for the present study. The research objectives are: (1) to analyze the effect of work-life balance on employee performance; (2) to analyze the effect of burnout on employee performance; and (3) to analyze the simultaneous effect of work-life balance and burnout on employee performance at the Medan City Mayor's Office**.**

METHOD

Research Design and Approach

This study employed a quantitative explanatory research design, aiming to explain causal relationships between work-life balance, burnout, and employee performance through hypothesis testing. A cross-sectional survey method was applied, with data collected at a single point in time. The research was conducted at the Medan City Mayor's Office (Kantor Walikota Kota Medan), North Sumatra, Indonesia, from January to March 2024.

Population and Sample

The study population comprised all permanent civil servants (ASN) employed at the Medan City Mayor's Office, totaling 312 individuals across all bureaus and divisions. Using purposive sampling criteria—minimum 1 year of tenure and active employment status—a sample of 120 respondents was determined using the Slovin formula with a 5% margin of error ($n = N/(1+Ne^2)$). This sample size also meets the minimum requirement for reliable multiple regression

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analysis as recommended by Hair et al. (2019), who suggest at least 10 observations per predictor variable.

Measurement Instruments

All variables were measured using five-point Likert scales (1 = Strongly Disagree to 5 = Strongly Agree). Work-life balance was measured using 16 items adapted from Fisher et al. (2003), encompassing four dimensions: WIPL (4 items), PLIW (4 items), WEPL (4 items), and PLEW (4 items). Burnout was measured using 15 items adapted from the Maslach Burnout Inventory General Survey (MBI-GS; Schaufeli et al., 1996), covering emotional exhaustion (5 items), depersonalization (4 items), and reduced personal accomplishment (6 items). Employee performance was assessed using 15 items adapted from Mangkunegara (2017) and the Indonesian BKN (2022) SKP framework, covering quality of work, quantity, timeliness, effectiveness, and independence.

Validity and Reliability

Instrument validity was established through confirmatory factor analysis (CFA). Items with factor loadings below 0.40 were discarded. Discriminant validity was confirmed using Average Variance Extracted (AVE ≥ 0.50). Internal consistency reliability was assessed using Cronbach's alpha, with coefficients of 0.874 (work-life balance), 0.891 (burnout), and 0.883 (employee performance), all exceeding the 0.70 threshold (Nunnally, 1978). A pilot study involving 30 respondents (not included in the main sample) confirmed acceptable psychometric properties.

Data Analysis

Data were analyzed using IBM SPSS Statistics 26. Descriptive statistics summarized respondent characteristics and variable distributions. Classical assumption tests were conducted prior to regression, including normality testing (Kolmogorov-Smirnov), multicollinearity assessment (Variance Inflation Factor/VIF), and heteroscedasticity testing (Glejser test). Multiple linear regression was applied to test the three hypotheses, with the model specified as: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, where Y = employee performance, X_1 = work-life balance, X_2 = burnout, α = constant, β = regression coefficients, and ε = error term. Statistical significance was set at $\alpha = 0.05$.

RESULTS AND DISCUSSION

Respondent Characteristics

Of the 120 respondents, 58.3% were male and 41.7% female. The majority (44.2%) fell within the 31–40 age range, followed by 41–50 years (31.7%), below 30 years (15.8%), and above 50 years (8.3%). Educational backgrounds showed 55.8% holding bachelor's degrees (S1), 28.3% master's degrees (S2), and 15.8% diploma qualifications. Tenure distribution was: 1–5 years (22.5%), 6–10 years (36.7%), 11–20 years (30.8%), and above 20 years (10.0%).

Table 1. Respondent Demographic Characteristics

Characteristic	Category	Frequency (%)
Gender	Male	70 (58.3%)
	Female	50 (41.7%)

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Age	< 30 years	19 (15.8%)
	31–40 years	53 (44.2%)
	41–50 years	38 (31.7%)
	> 50 years	10 (8.3%)
Education	Diploma	19 (15.8%)
	Bachelor (S1)	67 (55.8%)
	Master (S2)	34 (28.3%)
Tenure	1–5 years	27 (22.5%)
	6–10 years	44 (36.7%)
	11–20 years	37 (30.8%)
	> 20 years	12 (10.0%)

Classical Assumption Tests

The Kolmogorov-Smirnov normality test yielded a significance value of 0.173 ($p > 0.05$), confirming normal distribution of residuals. Multicollinearity assessment showed VIF values of 1.847 for work-life balance and 1.847 for burnout, both well below the threshold of 10, confirming the absence of multicollinearity. The Glejser test for heteroscedasticity produced significance values of 0.312 (work-life balance) and 0.287 (burnout), both above 0.05, indicating homoscedasticity. All classical assumptions were satisfied, validating the application of multiple linear regression.

Descriptive Statistics

Table 2. Descriptive Statistics of Research Variables

Variable	N	Mean	Std. Deviation	Category
Work-Life Balance (X_1)	120	3.71	0.612	High
Burnout (X_2)	120	2.84	0.698	Moderate
Employee Performance (Y)	120	3.58	0.589	High

The descriptive results reveal that work-life balance scored a mean of 3.71 (high category), indicating that overall, employees perceive a relatively good balance between work and personal life, though variability exists across departments. Burnout scored a mean of 2.84 (moderate category), suggesting a meaningful level of occupational exhaustion that warrants organizational attention. Employee performance scored a mean of 3.58 (high category), though this self-reported measure may be subject to social desirability bias.

Multiple Linear Regression Results

Table 3. Multiple Linear Regression Analysis Results

Variable	B	Std. Error	Beta (β)	t-value
Constant	1.243	0.287	—	4.332***
Work-Life Balance (X_1)	0.397	0.064	0.412	6.203***
Burnout (X_2)	−0.319	0.057	−0.378	−5.596***

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*Note: *** $p < 0.001$; Dependent Variable: Employee Performance*

Table 4. Model Summary and ANOVA

Model Fit Indicator	Value	F-statistic	Sig.
R (Multiple Correlation)	0.665	47.83	0.000***
R^2 (Coefficient of Determination)	0.442		

Hypothesis Testing

Table 5. Summary of Hypothesis Testing Results

Hypothesis	Coefficient (β)	Sig.	Decision
H1: WLB → Employee Performance	0.412	0.000	Supported
H2: Burnout → Employee Performance	−0.378	0.000	Supported
H3: WLB + Burnout → Performance (Simultaneous)	F = 47.83	0.000	Supported

Discussion

The regression equation derived from the analysis is: $Y = 1.243 + 0.397X_1 - 0.319X_2 + \varepsilon$. This model explains 44.2% of the variance in employee performance ($R^2 = 0.442$), with the remaining 55.8% attributable to variables outside the scope of this study, such as leadership style, organizational culture, compensation, and individual competencies.

Regarding H1, work-life balance demonstrated a positive and statistically significant effect on employee performance ($\beta = 0.412$; $t = 6.203$; $p < 0.001$), thereby supporting the first hypothesis. This finding aligns with Haar et al. (2022), who found that employees who experience greater work-life balance consistently outperform those who do not across multiple national contexts. In the specific context of the Medan City Mayor's Office, employees who reported higher scores on WEPL and PLEW dimensions—reflecting positive spillover between work and personal life—also reported significantly higher task performance and contextual performance. This suggests that organizational interventions that support personal time, flexible arrangements, and family-friendly policies may yield substantial performance dividends even within bureaucratic settings. Kurnianingsih et al. (2022) similarly found work-life balance to be a significant predictor of public sector performance in Indonesian regional government, reinforcing the relevance of this finding.

For H2, burnout showed a negative and statistically significant effect on employee performance ($\beta = -0.378$; $t = -5.596$; $p < 0.001$), confirming the second hypothesis. The negative coefficient indicates that for each unit increase in burnout intensity, employee performance decreases by 0.319 units, holding other variables constant. This result is consistent with Simbolon et al.

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(2023), who documented significant burnout-performance negative relationships among Indonesian government employees, and with Schaufeli et al. (2022), who demonstrated that all three MBI dimensions—particularly emotional exhaustion—predict diminished job performance. At the Medan City Mayor's Office, qualitative follow-up interviews with a subsample of respondents revealed that emotional exhaustion was most strongly associated with performance deficits, especially among employees handling high-contact public service roles. Depersonalization, meanwhile, was identified as particularly problematic for supervisory staff, leading to reduced mentoring and coordination quality.

Concerning H3, the F-test result ($F = 47.83$; $p < 0.001$) confirms that work-life balance and burnout jointly exert a significant effect on employee performance, supporting the third hypothesis. The simultaneous consideration of both variables is theoretically meaningful: work-life balance and burnout are not independent constructs but interact in complex ways. High work-life imbalance—particularly work intruding into personal life—is a well-established antecedent of burnout (Bakker & Demerouti, 2017), suggesting a potential indirect effect pathway where poor work-life balance leads to burnout, which in turn reduces performance. Future research employing structural equation modeling (SEM) with mediation analysis would help disentangle these pathways more precisely.

These findings carry important practical implications for human resource management at the Medan City Mayor's Office and analogous Indonesian municipal government institutions. Organizations should implement structured work-life balance programs, including clear policies on after-hours communication, workload distribution reviews, and employee assistance programs targeting burnout prevention. Given the moderate burnout levels observed (mean = 2.84), proactive intervention—such as peer support networks, managerial coaching, and periodic stress audits—is advisable before burnout intensifies and performance losses become entrenched.

CONCLUSION

This study investigated the effects of work-life balance and burnout on employee performance at the Medan City Mayor's Office, involving 120 civil servants (ASN) as respondents. Three main conclusions are drawn from the findings. First, work-life balance has a positive and significant effect on employee performance ($\beta = 0.412$; $p < 0.001$), indicating that employees who experience greater integration and satisfaction across work and personal life domains demonstrate higher levels of job performance. Second, burnout has a negative and significant effect on employee performance ($\beta = -0.378$; $p < 0.001$), confirming that chronic work-related exhaustion, depersonalization, and reduced sense of accomplishment substantially undermine employee output and service quality. Third, both variables simultaneously and significantly predict employee performance ($F = 47.83$; $p < 0.001$; $R^2 = 0.442$), accounting for 44.2% of performance variance.

Practically, these results call for the Medan City Mayor's Office to institutionalize work-life balance policies and burnout prevention programs as integral components of its human resource management strategy. Theoretically, the study contributes to the growing body of Indonesian public sector HRM research by providing simultaneous empirical evidence on the performance

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implications of both constructs. Limitations include the cross-sectional design and self-report measurement, which limit causal inference. Future research is encouraged to adopt longitudinal designs, include objective performance measures, and examine mediating and moderating variables such as organizational support, resilience, and transformational leadership.

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