


# The Influence Of Work Life Balance And Burnout On Job Satisfaction With Work Culture As An Intervening Variable At TVRI Stations

<sup>1</sup>Nur Chairany Senjayu, <sup>2</sup>Rahmad Bahagia

<sup>1,2</sup>Faculty of Economics and Business, Muhammadiyah University of North Sumatra

Article Info	ABSTRACT
<b>Keywords:</b> Work Life, Balance Burnout, Intervening TVRI Station	Abstract TVRI North Sumatra first broadcast on December 28 1970 as TVRI Medan. This station is the second TVRI regional station to be established after TVRI Yogyakarta, which was formed more than five years earlier. Effective human resource management is very important for the continuity and success of a company. Corporations really want all their employees to have a significant level of job satisfaction. Work-life balance refers to the balance between the allocation of time and energy for work and the allocation of time for business. Another obstacle to achieving professional happiness is fatigue. Burnout may arise as a result of severe stress related to work. External factors that influence student satisfaction in doing work outside campus are determined by the level of support provided by the campus. This research uses a quantitative type of research using a cross-sectional study design. which aims to explore the relationship between the variables Work-Life Balance, Burnout, Work Culture, and Job Satisfaction in an organization
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Nur Chairany Senjayu Faculty of Economics and Business, Muhammadiyah University of North Sumatra <a href="mailto:ranysenjayu23@gmail.com">ranysenjayu23@gmail.com</a>

## INTRODUCTION

TVRI North Sumatra first broadcast on December 28 1970 as TVRI Medan. This station is the second TVRI regional station to be established after TVRI Yogyakarta, which was established more than five years earlier. A company can survive for a long time because human resources work together within it. Human resources are the most important aspect in a company to achieve its goals. One effort so that the company's vision & mission can be realized well and the company can continue to develop is by maintaining the human resource assets owned by the company.

Effective human resource management is very important for the survival and success of a company. Corporations really want all their employees to have a significant level of job satisfaction (Cahya et al., 2021). To achieve a satisfactory level of job satisfaction, it is important to address various factors, including maintaining a healthy work-life balance for employees and minimizing work fatigue. Many companies are currently implementing work-life balance initiatives to increase job satisfaction (Ridwan et al., 2023).

Work-life balance refers to the balance between the allocation of time and

energy for work and the allocation of time for personal matters (Dina, 2018). The issue of work-life balance requires careful attention. An imbalance between working hours and an employee's role in daily life has the potential to disrupt their performance and cause a decrease in work quality, which ultimately hinders the achievement of business goals. Failure to promptly address imbalances this can result in undesirable consequences for both the employee and the company. Due to the large amount of time and other commitments dedicated to work, employees are vulnerable to workload (Nurshoimah et al., 2023). This program has significance because companies realize that employees not only face professional responsibilities and challenges, but also personal challenges outside the workplace. Every employee in an organization must demonstrate commitment to their professional and personal obligations, while taking responsibility for non-work related activities.

Another obstacle to achieving professional happiness is burnout. Burnout may arise as a result of severe work-related stress. According to (Dzaky Ramadhan et al., 2022) burnout can occur because a person's internal state is influenced by external influences, such as prolonged boredom. When a person experiences job satisfaction, he will naturally exert maximum effort and utilize all his strengths to successfully fulfill his responsibilities. By implementing this approach, there will be a significant increase in staff productivity and work output, thereby achieving their highest potential.

External factors that influence student satisfaction in doing work outside campus are determined by the level of support provided by the campus. As long as the activity does not cause harm to students, there are no restrictions imposed on campus activities. Apart from that, the presence of supportive campus friends further adds to their experience outside campus.

Internal determining factors include student activities carried out off campus, stress levels, and the ability to balance campus commitments with work-related responsibilities. Overall, happiness with off-campus work is determined by the balance between work and personal life, as well as the presence of burnout factors (stressful situations due to the cumulative effects of various activities).

Every organization has a different work culture. The presence of work culture has a crucial function in a company because it includes a framework or method for carrying out company activities. Vision and goal statements serve as a tangible expression of the organizational culture within a company. Employees often fail to pass on work culture from one generation to another for various reasons which are often considered mere routine.

Work culture can have a significant impact on employees' ability to optimize their work. However, each individual certainly has a unique cultural approach or practice to enhance the fulfillment of their professional obligations. A work culture that is carefully and thoroughly understood can be a benchmark in determining each person's work happiness. Without individuals realizing it, work culture arises from personal habits that are transferred to the workplace. Each of these habits is expected to have a beneficial impact on each individual in the work environment. These

aspirations can be achieved with appropriate modifications and the establishment of circumstances that encourage mutual acceptance between different cultures. Based on this, researchers are interested in examining the influence of work life balance and burnout on job satisfaction with work culture as an intervening variable at TVRI North Sumatra Station.

### **What is meant by work life balance?**

According to Hutcheson (2012), work life balance is a state of control, achievement and satisfaction in one's life. In this case, it means that each individual has the feeling of being able to make choices that suit him, considering his situation and goals. According to Mardiani & Widiyanto (2021), work life balance is a balance between work life or career, family and other responsibilities in which each individual must divide and manage these things,

According to Schermerhorn (2008), work-life balance is how a person is able to balance work demands with personal and family needs. From the theory it can be concluded that work-life balance is a balanced condition between work life and personal life which will create a sense of satisfaction with There are several components of the work-life balance itself, including the following, namely;

- a. Time, where the time component includes the quantity and quality of time used when working compared to the time spent on other activities outside of work, for example in family, social or personal matters.
- b. Behavior, this component includes the actions taken by a person or individual to achieve the desired thing or goal. This condition refers to beliefs related to the ability to achieve what is desired in work and personal goals.

In the Work Life Balance dimension itself, there are several dimensions of work-life balance, including the following, namely:

- a. Work Interference With Personal Life (WIPL).  
This dimension reveals the extent to which work can interfere with a person's personal life. This interference can have a negative effect on an individual's life, which means that this interference indicates a person's low work-life balance. For example, working can make it difficult for people to manage time for their personal lives.
- b. Personal Life Interference Work (PLIW).  
This dimension reveals the extent to which a person's personal life can interfere with work life. For example, if someone experiences problems in their life, it will have a negative effect or disrupt their performance at work.
- c. Personal Life Enhancement of Work (PLEW).  
This dimension reveals the extent to which a person's personal life is able to have an impact on improving performance in the scope of work. For example, if an individual is happy with their personal life then their mood and work can be completed well

From the theory of the four dimensions of work life balance it can be concluded that it is divided into four, namely Work Interference With Personal Life, Personal Life

Interference Work, Personal Life Enhancement of Work and Work Enhancement of Personal Life

### **What is meant by Burnout?**

According to Maslach et al., (2001) argue that "Job burnout is a negative emotional reaction to job, created through long attendance in high stress workplaces". This means that burnout is a negative emotional reaction that occurs in the work environment when an individual experiences prolonged stress. According to Spector (2008) states that burnout is a person's psychological state employees who experience stress at work for a long period of time. According to Gonul and Gokce (2014), burnout is a prolonged response related to stress factors that continuously occur in the workplace where the result is a combination of workers and their work.

From the theory above, it can be concluded that burnout is an individual's psychological reaction when experiencing prolonged stress in the work environment where the result is a combination of the worker and his work which can cause physical fatigue, produce emotional exhaustion, feelings of inability to achieve, boredom, discomfort, loss of efficiency and decreased work capacity. Burnout that occurs in employees can be seen from several symptoms shown. There are several dimensions of burnout, namely:

- a. Emotional Exhaustion (emotional exhaustion)  
When individuals feel emotionally drained and exhausted. The individual lacks the energy to face another day. The individual's emotional resources are depleted and there are no sources of replenishment.
- b. Depersonalization (depersonalization),  
When individuals feel depressed about the tasks given to them. Individuals feel bored with various demands so they will ignore the requests required by work.
- c. Reduced Personal Accomplishment (decreased personal achievement)  
A decrease in personal achievement is characterized by never being satisfied with the results of one's work and feeling like one has never done anything that is beneficial to oneself or others.

From theory it can be concluded that the dimensions of burnout consist of emotional exhaustion (emotional exhaustion), depersonalization (depersonalization), reduced personal accomplishment (decreased achievement),

### **What is meant by job satisfaction?**

According to Edy Sutrisno (2019) Job Satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. According to Wibowo (2016) Everyone who works hopes to get satisfaction from their place of work. Job satisfaction will affect productivity which managers really hope for. For this reason, managers need to understand what must be done to create employee job satisfaction.

From the theory above, it can be concluded that Job Satisfaction will involve efforts to increase organizational effectiveness by making employee behavior effective at work.

### **What is meant by Work Culture?**

According to Suparyadi (2015), work culture is a way of thinking that is based on a way of looking at life as values, habits and incentives that are cultivated in a group and are reflected in attitudes into behavior, ideals, opinions and views at work. According to Shahzad (2012), work culture is a combination of values, sets, beliefs, communication and simplification of behavior whose guidelines are given to the community. According to Kaesang et.al., (2021) reveal that work culture is generally a necessity which binds employees because it is formal rules or regulations within an organization. Therefore, work culture can influence employees' attitudes and ways of behaving. From this theory, it can be concluded that work culture is the values and beliefs which are cultivated in the company which will later reflect the behavior and actions of employees. There are several goals in a work culture. The objectives include the following:

1. Mastering the paradigm in an organization.
2. Understanding paradigms in an organization.
3. Implement appropriate work patterns in the workplace.

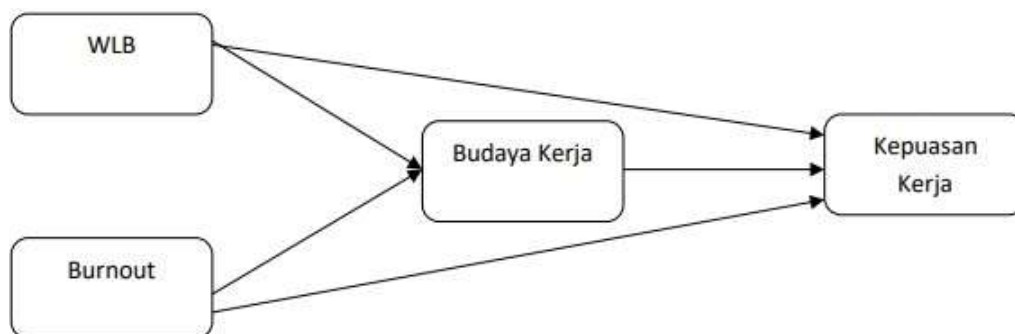
#### What is meant by TVRI Station?

Television Republik Indonesia (TVRI) is a broadcasting institution which bears the name of the state which means that with this name its broadcasts are aimed at the interests of the state. Since its founding on August 24 1962, TVRI has carried out its duties as television that elevates the nation's image through broadcasting events on an international scale, encouraging progress in people's lives and as a social glue.

#### What is the history of TVRI in North Sumatra itself?

On June 27 1967, the "North Sumatra TVRI Development Foundation" committee was formed as a partnership between the provincial government, provincial DPRD, regional TNI, and Pertamina; led by Lt. Col. Wahid Lubis and Lt. Col. Ridwan Hutagalung. The foundation's goal is to find sources of funds for station construction and the purchase of a number of broadcast equipment. TVRI North Sumatra first broadcast on December 28 1970 as TVRI Medan. This station is the second TVRI regional station to be established after TVRI Yogyakarta, which was established more than five years earlier.

#### Framework for Thinking and Hypothesis



Hypothesis

Model 1:

1. Hypothesis for the Effect of Work-Life Balance (WLB) on Job Satisfaction:  
Null Hypothesis (H0): There is no significant influence between Work-Life Balance (WLB) and Job satisfaction.  
Alternative Hypothesis (H1): There is a significant influence between Work-Life Balance (WLB) and Job Satisfaction.
2. Hypothesis for the Effect of Burnout on Job Satisfaction:  
Null Hypothesis (H0): There is no significant influence between Burnout and Job Satisfaction.  
Alternative Hypothesis (H1): There is a significant influence between Burnout and Job Satisfaction.
3. Hypothesis for the Joint Effect of WLB and Burnout on Job Satisfaction:  
Null Hypothesis (H0): There is no significant influence between WLB, Burnout, and Job Satisfaction together.  
Alternative Hypothesis (H1): There is a significant influence between WLB, Burnout, and Job Satisfaction together.

#### Model 2

1. Hypothesis for the Effect of Work-Life Balance (WLB) on Work Culture:  
Null Hypothesis (H0): There is no significant influence between Work-Life Balance (WLB) and Work Culture.  
Alternative Hypothesis (H1): There is a significant influence between Work-Life Balance (WLB) and Work Culture.
2. Hypothesis for the Effect of Burnout on Work Culture:  
Null Hypothesis (H0): There is no significant influence between Burnout and Work Culture.  
Alternative Hypothesis (H1): There is a significant influence between Burnout and Work Culture.
3. Hypothesis for the Joint Effect of WLB and Burnout on Work Culture:  
Null Hypothesis (H0): There is no significant effect between WLB, Burnout, and Work Culture together.  
Alternative Hypothesis (H1): There is a significant influence between WLB, Burnout, and Work Culture together.

#### Model 3

The hypothesis that can be drawn from this path analysis is:

- H1: Work-Life Balance has a direct positive influence on Job Satisfaction.  
H2: Burnout has a direct negative influence on Job Satisfaction.  
H3: Work Culture mediates the relationship between Work-Life Balance and Job Satisfaction.  
H4: Work Culture mediates the relationship between Burnout and Job Satisfaction.

## METHODS

This study is a quantitative research with a cross-sectional study design, which aims to



explore the relationship between the variables Work-Life Balance, Burnout, Work Culture, and Job Satisfaction in an organization. Research participants were employees of a particular organization, representing various levels and departments within it. Determining the number of samples in this study used the Slovin formula with an alpha of 10%, as follows:

$$= \frac{n}{1+2}$$

Information

n : Sample Size

N: Number of Population

e : Error Rate (1%)

$$\begin{aligned} &= \frac{50}{1 + (50 * 0.01)^2} \\ &= 33.33 \text{ rounded to } 30 \end{aligned}$$

Based on these calculations, 30 samples will be taken in this research to be used as respondents.

#### **Data collection technique**

Data collection was carried out through a survey using a questionnaire that had been prepared based on research variables, namely Work-Life Balance, Burnout, Work Culture and Job Satisfaction. Surveys can be conducted online or in person at the workplace, depending on participant preference and availability.

#### **Measurement Scale**

This research uses a linkret scale in answering the statements in the questionnaire, with five measurements, namely (5) Strongly Agree, (4) Agree, (3) Doubtful, (2) Disagree, and (1) Strongly Disagree.

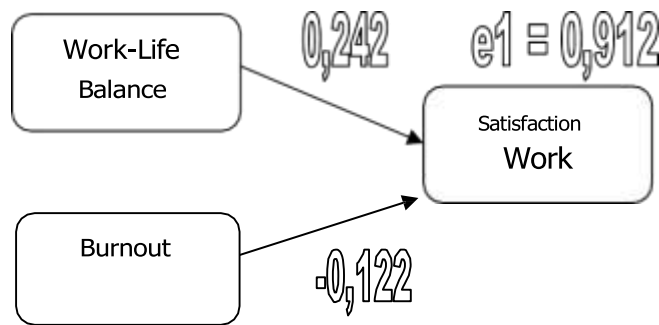
#### **Analysis Techniques and Analysis Steps**

This research uses analytical techniques, namely multiple regression analysis and then analysis track. Regression analysis is used to evaluate the direct influence of Work-Life Balance and Burnout on Job Satisfaction. Meanwhile, path analysis is creating a path model that includes direct and indirect relationships between research variables

## **RESULTS AND DISCUSSION**

Model 1 Relationship between Work-Life Balance (WLB) variables, Burnout and Job

Satisfaction



### The Effect of WLB on Job Satisfaction

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,272a	,074	,041	2,463

a. Predictors: (Constant), Work-Life Balance (WLB)

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	31,413	6,752		4,652	,000
	Work-Life Balance (WLB)	,241	,161	,272	1,497	,146

Dependent Variable: Job Satisfaction

The R Square value is 0.074, which means that approximately 7.4% of the variability in job satisfaction can be explained by variability in work-life balance. This shows that work-life balance alone is not sufficient to explain the variance in job satisfaction. The constant is 31.413. This is the expected job satisfaction value when the work-life balance value is zero. The coefficient for work-life balance is 0.241 with a p-value of 0.146. This suggests that there is a positive relationship between work-life balance and job satisfaction, but it is not statistically significant at common confidence levels (usually 95%).

From the results of the analysis, although there is a positive relationship between work-life balance and job satisfaction, this relationship is not statistically significant at the general level of trust. This means that although work-life balance can contribute to job satisfaction, there are still other factors that influence job satisfaction that are not considered in this model.

#### Coefficients<sup>a</sup>



Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	45,401	4,007		11,329	,000
	Burnout	-,125	,128	-,182	-,980	,336

a. Dependent Variable: Job Satisfaction

The R Square value is 0.033, which indicates that approximately 3.3% of the variability in job satisfaction can be explained by variability in burnout. However, this value is almost non-existent, indicating that burnout alone is insufficient in explaining the variance in job satisfaction. The constant is 45.401. This is the expected value of job satisfaction when the burnout value is zero. The coefficient for burnout is -0.125 with a p-value of 0.336. This shows that No. there is a significant relationship between burnout and job satisfaction at common confidence levels (usually 95%).

From the results of the analysis, no significant relationship was found between burnout and job satisfaction at the general level of trust. This shows that, at least in this model, burnout does not have a significant effect on job satisfaction. However, it is still possible that there are other factors not considered in this model that can influence job satisfaction.

#### The influence of WLB and Bornout together on Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,297a	,088	,021	2,489

a.Predictors: (Constant), Burnout, Work-Life Balance (WLB)

ANOVAa					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	16,168	2	8,084	1,304	,288b
Residual	167,332	27	6,197		
Total	183,500	29			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Burnout, Work-Life Balance (WLB)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,150	8,960		3,923	,001
	Work-Life Balance (WLB)	,214	,168	,242	1,276	,213

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Burnout	-,084	,131	-,122	-,643

a. Dependent Variable: Job Satisfaction

The R Square value is 0.033, which indicates that there is approximately 3.3% of the variability in satisfaction work can be explained by variability in burnout. However, this value is almost non-existent, which The opinion that burnout alone is not sufficient to explain the variance in job satisfaction. Constant is 45,401. This is the expected value of job satisfaction when the burnout value is zero.

The coefficient for burnout is -0.125 with a p-value of 0.336. This shows that there is no link- significant relationship between burnout and job satisfaction at the general level of trust (usually 95%). From the results of the analysis, no significant relationship was found between burnout and job satisfaction general level of trust. This suggests that, at least in this model, burnout is not has a significant influence on job satisfaction. However, there may still be factors others not considered in this model that may influence job satisfaction.

The effect of WLB and Bornout together on Job Satisfaction Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,297a	,088	,021	2,489

b. Predictors: (Constant), Burnout, Work-Life Balance (WLB)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	16,168	2	8,084	1,304	,288b
Residual	167,332	27	6,197		
Total	183,500	29			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Burnout, Work-Life Balance (WLB)

Model	Unstandardized Coefficients	Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta	
1 (Constant)	35,150	8,960		3,923
Work-Life Balance (WLB)	,214	,168	,242	1,276
Burnout	-,084	,131	-,122	-,643

Dependent Variable: Job Satisfaction

The R Square value is 0.088, which indicates that approximately 8.8% of the variability in job satisfaction can be explained by variability in burnout and work-life balance. This suggests that both predictors, although jointly contributing, still cannot explain most of the variability in job satisfaction. The adjusted R Square was 0.021, indicating that adding predictors to the model only slightly improved the model's ability to explain variability in job satisfaction. ANOVA (Analysis of Variance) shows that the overall model is not significant, with a p-value of 0.288. This indicates that the model as a whole is unable to explain significant variation in job satisfaction.

The constant is 35,150. This is the expected job satisfaction value when the burnout and work-life balance values are zero. The coefficient for work-life balance is 0.214 with a p-value of 0.213. This shows that there is no significant relationship between work-life balance and job satisfaction at common confidence levels (usually 95%). The coefficient for burnout is -0.084 with a p-value of 0.525. This shows that there is no significant relationship between burnout and job satisfaction at common confidence levels (usually 95%). Research reveals that there is no statistically significant correlation between burnout, work-life balance, and job satisfaction when considering overall levels of trust. The overall model is less significant in explaining the variance in job satisfaction. There may be more elements that influence job satisfaction that are not taken into account in this approach.

After analyzing related research findings, this study shows that personality, organizational culture, and work-life balance have a positive and large impact on employee job satisfaction. These impacts are observed both individually and collectively. Worker. According to research (Megaster et al., 2022) burnout has a detrimental and quite large impact on the job satisfaction of CV Nusantara Lestari employees. According to (Indra & Rialmi, 2022) burnout was found to have a beneficial impact on job satisfaction. Additionally, individuals who maintain a healthy work-life balance and are part of a work culture that utilizes rewards and pay incentives to reward top performers each month (based on factors such as discipline, meeting work targets, and avoiding mistakes) are more likely to experience this. experience higher levels of job satisfaction. Even more so.

Building a work culture within the company serves as a means for employees to manage work-life balance effectively, which will ultimately increase the level of job satisfaction among employees. It can be concluded that whether there is a work culture in the organization does not have an impact on job burnout and job satisfaction. This sentence shows that job burnout can have an impact on job satisfaction of millennial employees in Salatiga City, regardless of the existence of a positive or negative work culture in the company. Each individual's level of job satisfaction is closely related to the burnout experience they experience at work.

The findings of this research indicate that work culture does not have the ability to mitigate the impact of burnout on job satisfaction. This assertion is further strengthened by a research presentation conducted by (Indra & Rialmi, 2022) which shows that work fatigue experienced by employees has a direct impact on job satisfaction and their overall level of satisfaction in carrying out their duties. Research conducted in Salatiga City on millennial employees further strengthens the findings of Sukmana et al. (2019) that employee burnout

has a direct effect on job satisfaction. This is because burnout is closely related to employee psychology and influences their attitudes towards work in the organization.

### CONCLUSION

The conclusions for this research are as follows: Work culture has an important role in bridging the relationship between Work-Life Balance and Burnout and Job Satisfaction. The direct influence of Work-Life Balance on Job Satisfaction is more significant than the indirect influence through Work Culture. Although Burnout directly has a negative impact on Job Satisfaction, this effect is not statistically significant. The direct influence of these two factors (WLB and Burnout) is more dominant than the indirect influence through Work Culture. Then the suggestions that the author can give are as follows: Organizations need to pay attention to and improve policies and programs that support employee Work-Life Balance, because this can have a positive impact on Job Satisfaction. Management must also pay attention to working conditions that can cause burnout and try to reduce the factors that cause it, such as excessive workload or lack of social support. A positive and supportive work culture needs to be maintained and strengthened, because it can be an important mediating factor in the relationship between WLB, Burnout and Job Satisfaction. Further research needs to be carried out to understand more deeply the dynamics of the relationship between these factors and how appropriate interventions can be made to increase employee Job Satisfaction.

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