

THE IMPACT OF BURNOUT AND WORK–LIFE BALANCE ON THE PERFORMANCE OF STATE CIVIL APPARATUS: A CASE STUDY AT BKPSDM PEMATANGSIANTAR CITY

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Abstract. This study aims to investigate the impact of burnout and work-life balance on the performance of Civil Servants (ASN) in Pematangsiantar City. The research method used is quantitative, with primary data collected through questionnaires distributed to the sample. The sample consists of 41 ASN employees from BKPSDM Pematangsiantar City. The data analysis tool utilized is SPSS version 29, with the data analyzed using tests for data quality, normality, multiple linear regression analysis, and hypothesis testing. The results show that for the burnout variable (X1), the obtained value is $-1.285 < 1.685$ or a significance level of $0.207 > \alpha 0.05$, indicating that burnout does not have a positive and significant impact on performance, thus $H_0: \beta_1 = 0$ is accepted. For the work-life balance variable (X2), the value is $4.326 > 1.685$ or a significance level of $0.001 < \alpha 0.05$, meaning that work life balance has a positive and significant effect on performance. Simultaneously, X1 and X2 yield a value of $21.503 > 4.091$ with a significance level of $0.001 < 0.05$, indicating that burnout and work-life balance positively and significantly affect ASN performance. The implementation of workshops and training, open communication, regular evaluations, and counseling helps reduce the risk of burnout and ensures work-life balance for ASN employees at BKPSDM Pematangsiantar City. Keywords: Burnout, Work-Life Balance, and Performance of the State Civil Apparatus.

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1. INTRODUCTION

The State Civil Apparatus (ASN) plays a vital role in governance and public service delivery in Indonesia, with their performance directly influencing bureaucratic effectiveness, service quality, and the achievement of national objectives; however, various challenges persist, including insufficient competency development, issues of motivation and work discipline, bureaucratic barriers to innovation, heavy workloads, and limited resources and budgets. Burnout, as a chronic work-related stress condition characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment, can significantly undermine both the health and productivity of ASN, while work-life balance is equally critical, as those who maintain it tend to be more motivated and productive, whereas imbalance often leads to stress and reduced service quality. The BKPSDM of Pematangsiantar City, serving as the municipal human resource management authority, holds a strategic role in fostering a supportive work environment; thus, understanding how burnout and work-life balance affect ASN performance is essential, particularly in light of excessive workloads, limited personnel, budgetary constraints for competency development, and technological adaptation challenges, making it imperative to address the pressing need for balancing workload and personal life through this study on their impact on ASN performance at the BKPSDM of Pematangsiantar City.

2. LITERATURE REVIEW

2.1 Performance

According to Affandi (Asari, 2022), performance is the output achievable by an individual or a group within a company, in line with their respective job descriptions, in

an effort to achieve organizational goals legally, without violating the law, and without contradicting morals and ethics. Employee performance is the overall result achieved by an individual over a certain period within the company, in accordance with their respective duties and responsibilities, in the pursuit of achieving sound company objectives.

Mangkunegara (Wulandari & Hadi, 2021) defines employee performance as the success achieved by an employee based on activities in accordance with the task roles carried out by the employee in performing their work.

From the descriptions above, it can be concluded that performance is an individual's work output over a specific period, closely tied to their duties and responsibilities, and to the achievement of organizational goals. Employee performance doesn't just serve as an evaluation tool for promotions or salary determination; it also acts as a motivator to boost productivity and prevent performance decline. Therefore, it's crucial for organizations to foster an ideal work-life balance to support employees' mental health and enhance overall performance.

According to T.R. Mitchell (Widiati, 2021), key indicators of performance include the Quality of Work, Promptness in completing tasks, demonstrated Initiative, overall Capability, and effective Communication.

2.2 Burnout

Burnout is a form of work-related stress that can negatively affect an individual's psychological and physical health, impacting organizational effectiveness. According to Saputri (Rahmadani et al., 2023), it is therefore considered a major challenge regarding employee health and the functioning of an organization.

Burnout is a prolonged syndrome caused by physical and mental exhaustion, according to Maslach & Leiter (Alfajar & Hidayati, 2022). This syndrome occurs due to extremely high workloads and minimal motivation from superiors. This condition can significantly impact productivity, mental health, and overall quality of life.

From the explanations above, it can be concluded that burnout is a physical and psychological condition of an employee caused by stress and a demanding workload that consumes a significant amount of time.

According to Schaufeli (Pranitasari et al., 2023) burnout can be identified through several key indicators: physical exhaustion, where individuals experience extreme bodily fatigue; emotional exhaustion, characterized by feelings of depleted energy and motivation; mental exhaustion, which refers to a decline in cognitive functions like difficulty concentrating; low self-esteem, where individuals feel less worthy or incapable; and depersonalization, a cynical or indifferent attitude toward work and others.

2.3 Work Life Balance

Work-life balance is a work pattern that allows an employee to harmonize responsibilities at work with other life commitments, as stated by Mendis & Weerakkody (Ardiansyah & Surjanti, 2020). Yusnita (Putri & Frianto, 2023) defines work-life balance as a set of actions taken by employees to help them fulfill all their job duties, responsibilities, family roles, and social roles.

Employees generally view work-life balance as an obligation to both their work and family responsibilities. Irwandi & Sanjaya (Putri & Frianto, 2023) highlight that achieving work-life balance is a challenge in creating a supportive company culture where employees can focus on both their professional and personal lives. According to Syihabudhin (Putri & Frianto, 2023) individuals who can achieve balance in their work and personal lives, along with psychological involvement in both, are considered to have good work-life balance.

According to McDonald et al. (Dewi et al., 2022) the indicators of work-life balance include Time Balance, Involvement Balance, and Satisfaction Balance.

3. RESEARCH METHODS

The research method used in this study is a quantitative research method. Quantitative research is more systematic, planned, structured, clear from beginning to end, and not influenced by the conditions present in the field. However, this does not mean that qualitative research is not systematically and regularly structured; rather, qualitative research can change according to the conditions in the field, as stated in the book *Metode Penelitian* (Asih et al., 2018)

Therefore, the author chose to use this method because it is relatively constant, factual, observable, and the relationships between phenomena are cause-and-effect. This method also has a relatively high degree of accuracy and adheres to established rules.

To determine the sample size, the researcher used saturated sampling. In this study, because the population size was only 41 Civil Servants (ASN), the saturated sampling technique was employed. According to Ghazali (as cited in Nasution & Rizky, 2024), saturated sampling involves using all members of the population as the sample. Therefore, all 41 ASNs from the Agency for Staffing and Human Resources Development were made respondents in this study.

This was done by creating a list of questions in the form of a questionnaire presented to the sample, specifically the employees at the Agency for Staffing and Human Resources Development of Pematangsiantar City. A Likert scale method was used, offering multiple-choice and checklist options. The questionnaires were distributed directly to the employees at the Agency for Staffing and Human Resources Development of Pematangsiantar City, with each question providing a range of answer choices.

4. RESULTS AND DISCUSSION

Table 1. Results of Multiple Linear Regression

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	3.799	6.354		.598	.553		
	Burnout	-.141	.110	-.180	-1.285	.207	.631	1.586
	Keseimbangan Kerja	.770	.178	.605	4.326	<.001	.631	1.586

a. Dependent Variable: Kinerja

(Source: SPSS 29 data processing, 2025)

1. Constant (α) = 3.799: This constant value indicates that if both Burnout (X1) and Work-Life Balance (X2) variables were to have no effect on Civil Servant Performance (Y), then the baseline performance (Y) would remain at 3.799.

2. Burnout (X1) Coefficient = -0.141: This means that for every one-unit increase in Burnout (X1), Civil Servant Performance (Y) is predicted to decrease by 0.141 units, assuming other variables remain constant. This suggests an inverse relationship where higher burnout leads to lower performance.

3. Work-Life Balance (X2) Coefficient = 0.770: This indicates that for every one-unit increase in Work-Life Balance (X2), Civil Servant Performance (Y) is predicted to increase by 0.770 units, assuming other variables remain constant. This suggests a positive relationship where better work-life balance leads to higher performance.

Table 2. Results of the Coefficient of Determination Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729 ^a	.531	.506	1.925	2.296

a. Predictors: (Constant), Keseimbangan Kerja, *Burnout*

b. Dependent Variable: Kinerja

(Source: SPSS 29 data processing, 2025)

From Table 2, the Adjusted R Square value is 0.506. This means that Burnout and Work-Life Balance together account for 50.6% of the impact on Civil Servant Performance. The remaining 49.4% is influenced by other variables not included in this study.

Table 3. Results of the t-Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.799	6.354		.598	.553		
	<i>Burnout</i>	-.141	.110	-.180	-1.285	.207	.631	1.586
	Keseimbangan Kerja	.770	.178	.605	4.326	<.001	.631	1.586

a. Dependent Variable: Kinerja

(Source: SPSS 29 data processing, 2025)

From Table 3, the t-calculated value for the Burnout variable is -1.285. This is less than the t-table value of 1.685 (with $df = n - k = 41 - 2 = 39$). Additionally, its significance level is 0.207, which is greater than $\alpha 0.05$. Therefore, the null hypothesis ($H_0: b_1=0$) is accepted, and the alternative hypothesis ($H_0: b_1=0$) is rejected. This indicates that Burnout does not have a positive and significant impact on the performance of Civil Servants at the Agency for Staffing and Human Resources Development of Pematangsiantar City.

Conversely, the t-calculated value for the Work-Life Balance variable is 4.326. This is greater than the t-table value of 1.685 (with $df = n - k = 41 - 2 = 39$). Moreover, its significance level is 0.001, which is less than $\alpha 0.05$. Consequently, the null hypothesis ($H_0: b_2=0$) is rejected, and the alternative hypothesis ($H_0: b_2=0$) is accepted. This confirms that the Work-Life Balance variable is valid, meaning Work-Life Balance has a positive and significant impact on the performance of Civil Servants at the Agency for Staffing and Human Resources Development of Pematangsiantar City.

Table 4. Results of the F-Test

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	Sig.
1	Regression	159.321	2	79.661	21.503
	Residual	140.776	38	3.705	
	Total	300.098	40		

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Keseimbangan Kerja, *Burnout*

(Source: SPSS 29 data processing, 2025)

From Table 4, we found that the F-calculated value is 21.503. This is greater than the F-table value of 4.091 (with $df = n - k = 41 - 2 = 39$). Additionally, the significance level is 0.001, which is less than $\alpha 0.05$.

Therefore, the null hypothesis ($H_0: b_1b_2b_3=0$) is rejected, and the alternative hypothesis ($H_0: b_1b_2b_3=0$) is accepted. This is because the F-calculated value is larger than the F-table value, and the significance value for Work-Life Balance is less than 0.05, as per the established criteria.

This means that both Burnout and Work-Life Balance together have a positive and significant impact on the performance of Civil Servants at the Agency for Staffing and Human Resources Development of Pematangsiantar City.

CONCLUSION

Based on the analysis and discussion conducted in this research, the following conclusions can be drawn: Partial Test Results (t-test); Burnout (X1): The t-calculated value for Burnout was -1.285, which is less than the t-table value of 1.685 ($df = 39$); the significance level was 0.207, which is greater than $\alpha 0.05$; this leads to accepting the null hypothesis ($H_0: b_1=0$) and rejecting the alternative hypothesis ($H_0: b_1 \neq 0$); therefore, Burnout does not have a positive and significant impact on the performance of Civil Servants (ASN) at the Agency for Staffing and Human Resources Development of Pematangsiantar City. Work-Life Balance (X2): The t-calculated value for Work-Life Balance was 4.326, which is greater than the t-table value of 1.685 ($df = 39$); the significance level was 0.001, which is less than $\alpha 0.05$; this leads to rejecting the null hypothesis ($H_0: b_2=0$) and accepting the alternative hypothesis ($H_0: b_2 \neq 0$); consequently, Work-Life Balance has a positive and significant impact on the performance of Civil Servants (ASN) at the Agency for Staffing and Human Resources Development of Pematangsiantar City. Simultaneous Test Results (F-test); the F-calculated value was 21.503, which is greater than the F-table value of 4.091 ($df = 39$); the significance level was 0.001, which is less than $\alpha 0.05$; this leads to rejecting the null hypothesis ($H_0: b_1b_2b_3=0$) and accepting the alternative hypothesis ($H_0: b_1b_2b_3 \neq 0$); this indicates that Burnout and Work-Life Balance collectively have a positive and significant impact on the performance of Civil Servants (ASN) at the Agency for Staffing and Human Resources Development of Pematangsiantar City. Coefficient of Determination (R^2); the Adjusted R-squared value was 0.506, meaning that Burnout and Work-Life Balance account for 50.6% of the impact on Civil Servant Performance, while the remaining 49.4% is influenced by other variables not included in this study. Regression Equation; the multiple linear regression analysis yielded the equation: $Y = 3.799 - 0.141X_1 + 0.770X_2 + e$; this equation implies that there is an overall positive impact from the variables of Burnout and Work-Life Balance on the Performance of Civil Servants (ASN) at the Agency for Staffing and Human Resources Development (BKPSDM) of Pematangsiantar City.

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