



Analysis Work-Life Balance and its Impact on Burnout and Employee Performance

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Abstract

This study aims to understand in depth the experiences of employees related to Work-Life Balance (WLB), as well as how Work-Life Balance affect the level burnout and their performance at PT Perkebunan Nusantara I Regional 8. This research is descriptive with a qualitative approach using case studies. Ten informants participated in the study. Observation and interviews were used as data collection techniques. In addition, this study also explores employee perceptions of the form of support provided by company management in addressing issues related to work-life balance, work fatigue, and performance achievement. The research results show that most employees of PT Perkebunan I, Regional 8, are able to maintain a balance between work and personal life, although challenges such as high workloads and role conflict persist. Supporting factors include good time management, family support, and flexible policies such as Work from Anywhere. Meanwhile, the main obstacles include lack of flexible working hours, excessive workload, and tasks beyond description. Burnout commonly felt, characterized by physical fatigue, emotional stress, and decreased concentration. Work-life balance It has been proven to impact performance, particularly in terms of productivity, work quality, and emotional stability. Therefore, it is important for companies to encourage a work-life balance to maintain optimal employee performance.

Introduction

In today's era of globalization, companies require appropriate human resources to achieve their goals. These resources must be able to contribute effectively. The contribution of human resources is a key component in carrying out company operations, and therefore must be empowered appropriately to achieve competent human resources in their respective fields. Human resources are resources that possess reason, feelings, desires, skills, knowledge, drive, power, and work. A quality institution is one that continually strives to improve the quality of its human resources; this is the essence of human resource development. The above understanding demonstrates that human resources are a crucial aspect and require special attention to address various developments and as a means of developing quality human resources (Lussier & Hendon, 2025; Balouei Jamkhaneh et al., 2022; Keltu, 2024; Georgescu et al., 2024).

Human resources serve as the driving force of organizational resources and are one of the most important factors in a company, compared to other factors besides business capital. Human resources are crucial for the future survival of an organization (Harsono, 2023; Brzaković et al., 2023; Šebestová & Popescu, 2022; Bonner et al., 2023). The potential of human resources in relation to the operational systems within a company or organization is, in principle, the primary asset that allows them to play a crucial role in achieving goals through a systematic

personnel planning system, thereby improving employee performance in line with organizational targets (Mulyadi et al., 2023; Paroli, 2024; Vuong & Nguyen, 2022; Makhanya et al., 2024).

Human Resources (HR) are productive individuals who work as drivers of an organization, whether within an institution or a company (Serenko et al., 2024; Marrucci et al., 2023). They function as assets and therefore must be trained and their abilities developed. Human resources can be divided into two categories: micro and macro human resources. Micro human resources are individuals who work and are members of a company or institution, commonly referred to as employees, laborers, workers, laborers, and so on. Macro human resources, on the other hand, are the population of a country that has entered the workforce, whether unemployed or employed. Broadly speaking, HR are individuals who work as drivers of an organization, whether an institution or a company, and function as assets whose abilities must be trained and developed. The employee/workforce development process undertaken by each institution will provide better opportunities for the organization to obtain greater benefits, which ultimately can improve employee performance (Sutrisno, 2015; Jeffers et al., 2025; Dewi & Hadi, 2025).

Human resource development is a strategic element in improving the quality of life of individuals and society (Cong, 2025; Palupi et al., 2024). From an Islamic perspective, this development is interpreted not only materially and professionally, but also spiritually and morally. Islam views humans as being created with fitrah (natural disposition), an innate potential that leads to goodness, achievement, and self-development. Therefore, human resource development in Islam is based on a holistic view of humans as beings endowed with reason, spirit, and a mandate to prosper the earth.

One verse that explicitly underscores this concept is Q.S. Al-Mujadalah, verse 11, which emphasizes the importance of knowledge, faith, and social ethics in the process of human elevation. This verse not only provides moral guidance in the context of social interaction but also conveys the basic principle of respecting individual competence and capacity, as part of the holistic human development scheme according to Islamic perspective.

Performance comes from the word "job performance" or "actual performance," which refers to the actual work achievement or accomplishments achieved by an individual. Performance (work achievement) is defined as the quality and quantity of work achieved by an employee in carrying out their functions in accordance with their assigned responsibilities. Performance is the result of work achieved by an individual in carrying out assigned tasks based on skill, experience, dedication, and time. Employee performance can be viewed as a behavioral response that reflects what the employee has learned or the type of training received, thus encompassing mental and psychological abilities (Witriaryani et al., 2022; Vadilla et al., 2025; Ji et al., 2025).

Work-Life Balance is a state in which an individual feels equal involvement and satisfaction in both work and family roles, with minimal conflict due to their ability to manage various responsibilities and determine priorities. A good work-life balance can foster high work enthusiasm and full responsibility at work and in social settings, as well as a sense of satisfaction with one's work, including one's job (Septiani et al., 2021; Mattarelli et al., 2024; Alzadjali & Ahmad, 2024). If employee role balance is not achieved, it can create an imbalance that affects the tension in each responsibility they undertake (Ansari, 2022).

Many employees today are more aware of the importance of work-life balance, so they desire more flexible work hours so they can work without neglecting their personal lives (Jannata & Perdhana, 2022). In this case, work-life balance involves employees' ability to manage their time in relation to the many demands of life simultaneously. This relates to employees who

have dual roles and levels of engagement (Idris et al., 2023; Han et al., 2022; Hafeez et al., 2024). Work-life balance refers to individuals having sufficient time to balance work and personal life, such as spending time with family members, having free time to relax, having good communication with coworkers, and being able to complete their work well (Triyana & Frianto, 2020). Implementing work-life balance aims to enable employees to manage their time between work obligations and other obligations outside of work (Tri et al., 2023).

Methods

This research uses a qualitative approach to obtain more comprehensive data, aiming to examine the problem and gain deeper meaning based on the research setting. The researcher's presence and immersion in the field provide judgment in interpreting the meaning contained therein. Qualitative research is a process of exploring and understanding the meaning of individual and group behavior, illustrating social and humanitarian issues. This research utilizes data in the form of narratives, detailed stories, expressions, and original language constructed by informants, which will be presented in narrative form. In this case, it relates to the analysis of work-life balance and its impact on burnout and employee performance at PT Perkebunan Nusantara PTPN I Regional 8, Makassar City. This research was conducted at PT Perkebunan Nusantara PTPN I Regional 8, Makassar City. The research, data collection, and analysis took 1-2 months, from February to March 2025.

Data Analysis Techniques

Technical data analysis is the process of organizing and sorting data into models, categories, and basic descriptive units so that working hypotheses can be suggested, as suggested by the data. The data analysis process involves analyzing or explaining data through words or sentences so that conclusions or understanding can be drawn. In this study, the author analyzed the obtained data using a qualitative descriptive method, namely presenting data in written form and explaining it as it is in accordance with the data obtained from the results of research on work-life balance analysis and its impact on burnout and employee performance at PTPN I Regional 8. The steps taken by the researcher in qualitative data analysis are as follows:

Data Reduction

The data reduction stage includes summarizing, selecting, focusing on important points, and identifying themes and patterns. Reduced data provides a clearer picture and facilitates further data collection and further research, if necessary (Miles & Huberman, 1992).

Data Presentation (Transcript)

In the data presentation stage, the transcript presents a collection of organized information for subsequent action. Data presentation is used to further enhance case understanding and serve as a basis for taking action based on the understanding and analysis of the data presented (Miles & Huberman, 1992).

Conclusion Drawing

The final stage of the conclusion drawing method involves drawing conclusions, which are research findings that address the research focus based on the data analysis. Conclusions are presented in descriptive form, guided by the research study (Miles & Huberman, 1992).

The first theme, Individual Experiences in Maintaining Work-Life Balance, encompasses several subthemes such as personal time management, individual flexibility, social roles (such as gender roles or parental status), and recreational practices for maintaining psychological balance. This subtheme highlights the different adaptive strategies employed by each informant to maintain harmony between work and life outside of work.

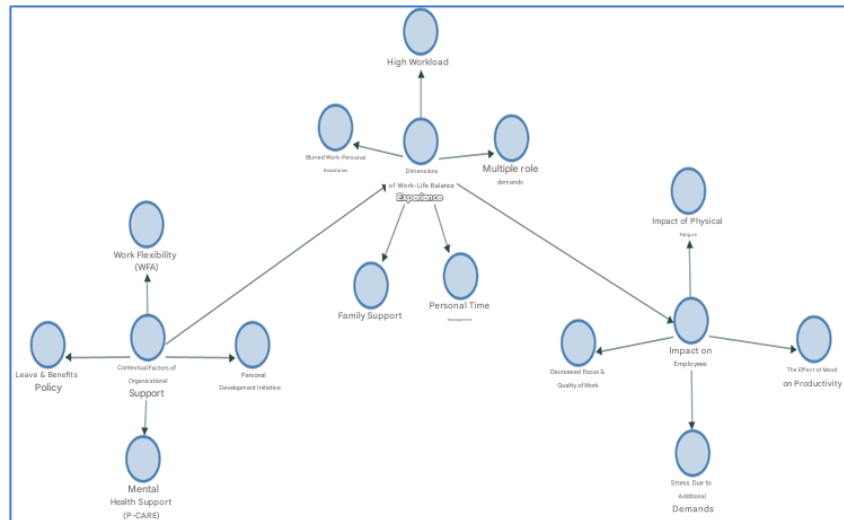


Figure 2. Thematic Analysis Chart

The second theme addresses the Impact of Imbalance on Employee Well-Being, which is divided into two broad categories: physical impacts (fatigue, headaches, decreased energy) and psychological impacts (stress, mood swings, burnout, decreased motivation). This category emerged from informants' narrative descriptions of their bodily and emotional reactions when work demands began to dominate their personal time and energy.

The third theme focuses on Organizational Role and Support, encompassing formal policies such as leave and benefits systems, work flexibility through Work From Anywhere (WFA) schemes, and psychological well-being programs such as the P-CARE service, which allows online consultations with psychologists. Additional subthemes also emerged from informants' experiences regarding the existence of internal communities and informal sharing sessions as recreational activities supported by the organization.

The structure of this chart not only illustrates the hierarchical relationship between themes and subthemes but also displays lateral (horizontal) linkages, demonstrating that employees' personal experiences are inextricably linked to structural conditions and organizational support. Thus, this thematic chart serves as an integral conceptual map for understanding the dynamics of WLB as a whole, as well as providing the basis for developing the analytical narrative in subsequent sections of this study.

Work-Life Balance Experiences of PTPN I Regional 8 Employees

Interviews with informants indicate that, in general, employees are able to maintain a balance between work and personal life demands. This is demonstrated by the majority of informants' statements, which stated that they do not experience significant difficulties in dividing their time between work and personal activities. Although in certain circumstances, such as overtime or sudden work requests, they still have to make adjustments. As informant NH stated, although they sometimes have to work overtime, reducing their rest time, this situation is not too frequent and remains within reasonable limits. Similarly, informant TAS expressed a similar sentiment, explaining that time for personal activities such as exercise can be shifted to the afternoon or

evening without disrupting work responsibilities. Other informants, such as AF, NA, and AS, also stated that they can still carry out personal activities such as spending time with family, pursuing hobbies, or socializing with coworkers. In this context, it appears that employees have developed fairly good time management skills and are adaptable to the dynamics of the workplace.

These findings are consistent with the research conducted by Nurhasanah et al. (2023) in the *Journal of Applied Psychology*, which states that work-life balance is not about equal time allocation, but rather about an individual's ability to prioritize and adjust activities according to the circumstances. In this view, flexibility is key to achieving work-life balance. Employees who are flexible in managing their time will find it easier to balance professional and personal roles, as also found in a study by Kurniawan et al. (2024) in the *Journal of Management Science and Work Productivity*. They stated that flexible time and providing space for recovery can reduce stress levels and increase work productivity.

In the context of PTPN I Regional 8, structured work conditions that do not require excessive work outside of working hours are factors that contribute to the creation of work-life balance. Informant NA, for example, stated that a clear work structure reduces her burden, allowing her to still enjoy time with her family and pursue hobbies. This finding is further supported by the findings of Putri et al. (2023) in the *Journal of Social and Welfare*, which states that a supportive work environment and family support are important factors in establishing a balance between work and personal life. This support not only helps individuals manage responsibilities but also improves job satisfaction and psychological well-being.

However, some informants also face several challenges, particularly under certain circumstances. Informants MFI and AA revealed that they sometimes struggle when facing work deadlines or when their superiors request work outside of office hours. Informant NT, who also acts as a housewife, stated that she needs to manage her time more carefully to meet the needs of her children at home without sacrificing professional obligations. These challenges demonstrate that dual roles and fluctuating workloads can be obstacles to achieving work-life balance if not accompanied by adaptability and support from the work environment and family.

This phenomenon aligns with findings by Bhatti et al. (2023) in the *Journal of Human Resource Management International Digest*, which revealed that role conflict often arises among workers with dual responsibilities, such as working women who also perform domestic duties. This conflict has the potential to cause stress and a reduced quality of life if not addressed systematically. Therefore, it is crucial for organizations to provide flexibility and build support systems that are responsive to individual needs, both through adaptive work policies and an empathetic managerial approach.

Overall, these findings indicate that the majority of PTPN I Regional 8 employees have strategies and awareness for managing their time effectively. They not only rely on the availability of free time for their work-life balance, but also actively manage their time, prioritize activities, and seek solutions to challenges they face. This balance between work and personal life is part of their active efforts to maintain physical and emotional health and work performance. This indicates that the organization's efforts to maintain a less stressful work structure and a conducive work culture have contributed to the achievement of a good work-life balance among employees.

Thus, the findings of this study not only reflect real-world conditions but also provide theoretical contributions that strengthen previous findings in the literature related to work-life balance. Practically, these results can serve as a basis for PTPN I Regional 8 in designing policies that are more responsive to employee needs, particularly in aspects of time flexibility,

workload management, and emotional support. All of these efforts are expected to have a positive impact on employee well-being and overall organizational performance.

Supporting and Inhibiting Factors

In-depth interviews with several employees at PTPN I Regional 8 revealed that work-life balance is inseparable from various interconnected factors. Supporting factors are conditions or elements that help employees manage work responsibilities and personal lives in a balanced manner. This support can come from the work environment, company policies, and even personal circumstances such as good time management and family support. Inhibiting factors are factors that pose challenges to achieving work-life balance. These obstacles can include high work demands, limited flexibility in working hours, or conflicts between professional and family roles.

One important factor supporting the achievement of work-life balance is effective work time management. Informant NH stated that she completes work during work hours, avoiding carrying work burdens outside of work hours. This allows her to have quality time for personal activities and relaxation. This finding aligns with research by Nurhasanah et al. (2023) in the *Journal of Applied Psychology*, which states that the ability to manage time wisely is a key indicator of achieving work-life balance. Furthermore, informant TAS stated that a workload deemed within reasonable limits can be balanced with physical activity such as exercise and social activities like hanging out with friends. These activities serve as a form of recovery from work pressure and support mental health. This is reinforced by findings by Kurniawan et al. (2024) in the *Journal of Management Science and Work Productivity*, which showed that employees who regularly engage in relaxation activities tend to have lower stress levels and higher productivity.

Social support is also a significant aspect in achieving work-life balance. Informants AF and NT reported that family support significantly helped them cope with work pressures and juggling dual roles. This is further confirmed by research by Putri et al. (2023) in the *Journal of Social and Welfare*, which also confirmed that emotional and practical support from family can help individuals manage work and household demands more effectively.

Regarding company policies, informant NA stated that flexible work systems such as Work From Anywhere (WFA) provide employees with the flexibility to complete work outside the office when urgently needed. This flexibility is a form of organizational adaptation to employee needs and a supporting factor in work-life balance. This aligns with the findings of Yusuf et al. (2022) in the *Journal of Modern Management*, which stated that flexible policies such as Work-Life Facility (WFA) increase job satisfaction and enable employees to manage multiple roles more optimally. Informant AK also added that a positive attitude and the ability to cope with work pressure are ways to manage a high workload. This psychological strategy is considered important in maintaining mental health and work morale. This aligns with findings by Brown et al. (2023), which showed that mindfulness practices reduce the way employees perceive work tasks as threatening, significantly reducing stress caused by high workloads.

Despite various supporting factors, work-life balance also faces several challenges. Informant AS stated that the lack of flexible working hours remains a major obstacle, although the WFA system has helped to some extent. This suggests that despite the existence of flexible policies, their implementation still requires optimization to ensure they are felt equally by all employees and implemented effectively.

Conflict between work and family obligations is also a barrier, as reported by informant MFI. He admitted to having experienced a dilemma when having to choose between attending a family event and going on an out-of-town business trip. This phenomenon is known as work-

family conflict, a condition in which the demands of two life domains conflict and cannot be met simultaneously (Greenhaus & Beutell, 1985).

A high workload also presents a challenge. Informant ND stated that a heavy workload is part of the responsibility, but he tries not to let it compromise his personal life. Meanwhile, informant AA highlighted the existence of tasks that do not align with job descriptions, which can cause additional stress. This indicates the need for more targeted workload management and task distribution. This is supported by the findings of Hasanah et al. (2021) in the *Journal of Industrial and Organizational Psychology*, which states that disproportionate workloads and unclear roles within the organization have the potential to reduce job satisfaction and cause work-life imbalance. Interview results indicate that employees have their own strategies for dealing with obstacles in achieving work-life balance. Some of these include: (1) Adjusting work time and personal activities, by moving relaxation activities to times that do not interfere with work; (2) Thinking positively and making peace with work, as a mental strategy to maintain emotional stability; (3) Getting support from family and social circles, which function as a support system in dealing with work stress. These findings reinforce the argument of Robbins & Judge (2019) that work-life balance is determined not only by organizational policies but also by an individual's ability to adapt and find solutions to stress and role conflict.

In general, the work-life balance of PTPN I Regional 8 employees is considered quite good. This is demonstrated by individual awareness of time management, family support, and the company's implementation of flexible work policies. However, challenges remain, including suboptimal time management, role conflict between work and personal life, and high workloads. Therefore, a holistic approach is needed from both the individual and the organization to continuously promote a sustainable work-life balance.

Conclusion

Most employees at PT Perkebunan Nusantara I Regional 8 are able to maintain a good work-life balance through time management, personal activity adjustments, and adaptive psychological approaches, despite facing work dynamics such as overtime and multiple roles. Work-life balance plays a significant role in suppressing burnout symptoms and improving employee performance. An imbalance between work and personal life is a major trigger for physical fatigue and emotional stress, which impacts productivity and work quality. Management support for work-life balance and employee well-being is considered adequate through counseling services, leave policies, and limited work flexibility. However, employees are hoping for more sustainable and humanistic support, particularly regarding work time flexibility and developing emotional well-being.

Suggestion

Companies are advised to establish comprehensive flexible work systems and support community initiatives, hobbies, and ongoing self-development training. Conduct regular evaluations of workload and its alignment with job descriptions to prevent overload and work stress. Provide training in time management, stress management, and mindfulness skills to enhance employee preparedness for work challenges. Increase organizational support through counseling services, discussion forums, and managers' active role in providing emotional support to employees.

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