

The Influence of Work Discipline, Work-Life Balance, and Burnout on Employee Performance at CV Enam Putera Palembang

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ABSTRACT

The extent to which an organization succeeds is largely determined by individual employee output, particularly in construction companies, which are required to complete projects on time, with quality, and efficiently. The decline in performance at CV Enam Putera Palembang indicates the need to examine the influence of work discipline, work-life balance, and burnout on employee performance. This research is based on the concepts of Human Resource Management and Spillover Theory, which explain that work experience can have both positive and negative impacts on individual productivity. The study used a quantitative approach with a survey method of 71 employees selected through a saturation sampling technique. Data were collected using a questionnaire and analyzed using multiple linear regression using IBM SPSS Statistics, including validity, reliability, classical assumptions, t-tests, F-tests, and coefficients of determination. The results showed that work discipline and work-life balance had a positive and significant effect on employee performance, while burnout had a negative and significant effect. Simultaneously, all three variables significantly influenced performance, with work discipline being the most dominant variable. These findings suggest that improving performance requires strengthening work discipline, supporting work-life balance, and effectively managing burnout.

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1. INTRODUCTION

The success of an organization in the era of modern business competition is increasingly determined by the quality of its human resources (HR). Rapidly changing business environments, technological advancements, and increasing productivity demands make HR a strategic asset that plays a role in creating an organization's competitive advantage. From a human resource management perspective, employee performance is no longer viewed solely as the final result of work, but rather as the accumulation of individual abilities in integrating competence, motivation, discipline, and

psychological state during the course of their work [1]. Therefore, organizations are required to focus not only on achieving operational targets but also on factors that influence sustainable employee performance. One sector facing these challenges is the construction industry. The characteristics of work, which are fraught with time pressure, project completion targets, high mobility, the risk of workplace accidents, and complex coordination demands, make employees in this sector vulnerable to decreased productivity if human resource management is not optimally implemented.

CV Enam Putera Palembang is a construction services company engaged in the construction of buildings, civil engineering, and water resources infrastructure in South Sumatra. The company faces challenges in maintaining employee performance amidst the increasing complexity of construction projects. Based on internal company data, there has been a decline in the average achievement of employee performance indicators from 92.4% in 2024 to 87% in 2025. This decline is evident in aspects of timely completion of work, project completion volume, cost efficiency, and employee discipline levels, although compliance with occupational safety standards is still maintained. This condition indicates a gap between organizational targets and actual performance, requiring identification of influencing factors. One factor consistently linked to improved performance is work discipline. Work discipline reflects an individual's willingness to comply with all regulations, procedures, and operational standards established by the organization. In the construction industry, work discipline has a broader meaning than simply adherence to working hours, but also encompasses adherence to safety procedures, work quality, material use, and project implementation documentation. Employees with high levels of discipline tend to minimize errors, increase project efficiency, and reduce the potential for workplace accidents. Conversely, low discipline can lead to project delays, cost overruns, and even reduced work quality [2].

In addition to work discipline, the concept of work-life balance (WLB) is gaining increasing attention in modern management practices. The post-pandemic work paradigm shift has made work-life balance a key requirement for the workforce. Employees who are able to maintain a balance between these two aspects tend to have higher levels of job satisfaction, loyalty, and productivity than those experiencing work-life conflict [3]. In the construction sector, achieving work-life balance is a particular challenge due to the nature of the work, which often requires employees to work overtime, move between project locations, and be away from their families for extended periods. These conditions have the potential to create role conflict, ultimately impacting employee concentration, motivation, and performance quality. On the other hand, burnout is a crucial issue in HR management because it directly relates to workers' psychological health. The World Health Organization (WHO) categorizes burnout as a syndrome that arises from chronic work stress that is not effectively managed. Burnout is characterized by emotional exhaustion, depersonalization, and a decrease in personal accomplishment. In construction companies, the pressure of project completion, uncertainty of field conditions, weather-related schedule changes, and long work hours can increase the risk of burnout in employees. These conditions not only reduce individual productivity but also increase the rate of work errors, interpersonal conflict, absenteeism, and the tendency to leave the organization. The relationship between work discipline, work-life balance, burnout, and employee performance has been extensively researched. Muspa [4] found that work discipline positively impacts employee performance. Research by Shakila et al. [5], Honkley et al. [3], and Pratama [6] indicates that work-life balance positively impacts employee performance. Meanwhile, burnout is reported to have a negative effect on performance, as found by Pratama [6]. However, several studies have produced different findings. Anandita et al. [7] found that burnout had no significant effect on performance, while Dewi et al. [8] reported that work-life balance had no significant effect on performance. Furthermore, Wahyuni et al. [9] showed that work discipline also had no significant effect on employee performance. These differences in research results indicate a research gap that requires further testing, particularly in the construction sector, which has different job characteristics than the service and manufacturing sectors. This research is also based on the Spillover

Theory perspective [10], which explains that an individual's experiences in one life domain can influence other life domains. In an organizational context, a good work-life balance will result in positive spillovers in the form of increased motivation, satisfaction, and work productivity. Conversely, prolonged work-life conflict will result in negative spillovers that trigger work stress, burnout, and ultimately decrease individual performance. Thus, this theory provides a conceptual foundation for explaining the relationship between work discipline, work-life balance, burnout, and employee performance. The novelty of this research lies in simultaneously examining the effects of work discipline, work-life balance, and burnout on employee performance in construction service companies in Palembang City.

Unlike previous research, which has mostly been conducted in the manufacturing, banking, and general services sectors, this study uses construction companies, which are characterized by project-based work, high target pressure, high job mobility, and more complex psychological risks. Furthermore, this study utilizes the actual phenomenon of declining company performance as an empirical basis for explaining the relationships between variables. Based on the above description, this study aims to analyze the influence of work discipline, work-life balance, and burnout on employee performance at CV Enam Putera Palembang. The research findings are expected to contribute to the development of human resource management literature, particularly in the construction sector, and serve as a basis for companies in formulating HR management policies that are not only oriented towards increasing productivity but also consider employee psychological well-being. Human Resource Management (HRM) is a series of activities designed to manage human resources effectively to support the achievement of organizational goals. From a modern perspective, HRM is not solely oriented towards administrative functions such as recruitment, development, compensation, and performance evaluation, but also focuses on improving employee psychological well-being and sustainable productivity. Meanwhile, Edison [10] explains that HRM is a strategic process to maximize employee potential through various policies that can sustainably improve organizational performance. details that an individual's experiences in one life domain will influence other life domains. Positive working conditions will generate positive spillover, increasing job satisfaction and productivity, while prolonged work pressure will produce negative spillover in the form of stress, work-family conflict, and burnout, ultimately impacting performance. Therefore, organizations need to create a work environment that maintains employee work-life balance to maintain productivity. Work discipline is a fundamental factor in increasing organizational effectiveness. Discipline reflects employees' awareness and willingness to comply with all applicable rules, procedures, and work standards within the organization.

Work-life balance (WLB) describes an individual's ability to balance the demands of work and personal life so that both roles can be carried out harmoniously. Thus, WLB is not only related to time allocation but also reflects psychological well-being, life satisfaction, and an individual's ability to manage their various roles. According to Panda and Sahoo [14], work-life balance is measured through five main dimensions: work flexibility, career development, teamwork and communication, financial and non-financial benefits, and family and social support. Organizations that provide a flexible work environment and support their employees' personal needs tend to have higher levels of loyalty, motivation, and productivity than those that neglect their employees' work-life balance. Burnout is a state of psychological exhaustion that arises from exposure to chronic work stress that cannot be effectively managed. The literature categorizes burnout into three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. These three dimensions describe emotional exhaustion, the emergence of a cynicism towards work, and a decreased individual's confidence in their own abilities.

Burnout is influenced by various factors, both job-related and individual-related. High workloads, time pressure, role conflict, lack of organizational support, and an unfavorable work culture are situational factors that increase the risk of burnout. On the other hand, individual characteristics such as

age, personality, ability to manage stress, and job expectations also contribute to the emergence of burnout. If not managed properly, burnout can reduce productivity, increase error rates, increase absenteeism, and even lead employees to leave the organization. Employee performance is the work results achieved by individuals in accordance with the responsibilities and standards established by the organization. Mulyeni et al. [15] explain that performance is the level of success of an individual in carrying out their assigned tasks, while Maya and Annisa [16] state that performance assessments are conducted systematically to evaluate individual achievement based on predetermined indicators. Performance is a measure of organizational success because it demonstrates the effectiveness of human resource utilization in achieving company goals.

Hartini et al. [17] state that individual workplace performance is evaluated using five main metrics, which include task quality, target volume, accountability, collaborative effort, and proactiveness. Employees with high work quality, good productivity, the ability to work together, and high initiative will make a greater contribution to organizational success. Therefore, improving work discipline, creating work-life balance, and managing burnout are crucial factors in maintaining sustainable employee performance.

2. METHOD

This study used a quantitative approach with an associative explanatory research design. The aim was to analyze the influence of work discipline, work-life balance, and burnout on employee performance at CV Enam Putra Palembang. The quantitative approach was chosen because it allows for objective measurement of relationships between variables through statistical analysis. The study population comprised all permanent and contract employees at CV Enam Putra Palembang who had worked for at least one year, ensuring that respondents understood the company's organizational culture and job characteristics.

The sampling technique used census sampling, meaning that all members of the population were included as respondents. Primary data were collected through questionnaires using a five-point Likert scale, while secondary data were obtained from company documents, performance reports, and relevant literature. The independent variables in this study were work discipline (X_1), work-life balance (X_2), and burnout (X_3), while the dependent variable was employee performance (Y). Work discipline was measured using indicators such as attendance, compliance with rules, obedience to superiors, work awareness, and responsibility. Work-life balance was measured through the dimensions of work flexibility, career development, collaboration and communication, financial and non-financial benefits, and family and social support. Burnout was measured through the dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment, while employee performance was measured through indicators of work quality, work quantity, responsibility, collaboration, and initiative.

Data evaluation involved IBM SPSS Statistics software to run preliminary validity, reliability, and classical assumption diagnostics (normality, multicollinearity, and heteroscedasticity). Subsequently, multiple regression modeling, t-tests, F-tests, and R^2 determination were implemented for decision-making, using $\alpha = 0.05$ as the critical significance level.

3. RESULT AND DISCUSSION

Based on the frequency distribution of respondents and questionnaire responses, the general characteristics of respondents indicate that the majority of employees have a good understanding of the work environment at CV Enam Putra Palembang. This is reflected in the predominance of agree and strongly agree responses for most of the research indicators. Regarding work discipline, the majority of respondents stated that they comply with company regulations, arrive on time, and carry out tasks according to established procedures. Regarding work-life balance, most respondents assessed themselves as being able to maintain a balance between work and personal life demands, although some

still felt work pressures that impacted family time. Meanwhile, regarding burnout, most respondents ranked in the low to moderate category, indicating that work fatigue levels were relatively manageable. Regarding employee performance, the majority of respondents gave positive assessments of quality, quantity, responsibility, cooperation, and initiative in completing work. Overall, the frequency distribution indicates a tendency for respondents to perceive positively all research variables, suggesting that good work discipline and work-life balance have the potential to support improved employee performance, while relatively low levels of burnout contribute to maintaining work productivity. Based on the results of the data instrument testing, the questionnaire used in the study met the requirements for a good measurement tool. Validity testing was conducted to determine the extent to which each statement item was able to measure the constructs studied: work discipline, work-life balance, burnout, and employee performance. The test results showed that all statement items in each variable were valid, as indicated by the correlation coefficient value for each item meeting the testing criteria, namely a correlation value greater than the critical value (r_{table}) and a significance level below 0.05. These results indicate that all indicators adequately represent the variables being measured, thus no items needed to be eliminated from the research instrument.

For the work discipline variable, all indicators adequately reflect the level of employee compliance with regulations, responsibilities, and task execution according to company standards. Similarly, for the work-life balance variable, all statement items successfully measured the balance between work demands and respondents' personal lives. The burnout variable also demonstrated that all indicators adequately reflect the state of work fatigue experienced by respondents, including emotional exhaustion, depersonalization, and decreased self-fulfillment. Meanwhile, all indicators in the employee performance variable were also proven valid in measuring work quality, work quantity, responsibility, cooperation, and employee initiative.

Table 1. Reliability Test

Variable	Cronbach Alpha	Standard	Results
Discipline (X1)	0,941	0,70	Very Reliable
Work Life Balance (X2)	0,808	0,70	Reliable
Burnout (X3)	0,858	0,70	Very Reliable
Employee Performance (Y)	0,909	0,70	Very Reliable

Source: processed data, 2026

In addition to validity, the research instrument was also tested for reliability using the Cronbach's Alpha coefficient to determine the level of internal consistency of each variable. Based on the test results, all variables achieved Cronbach's Alpha values that met the minimum required threshold, which was greater than 0.70. This indicates that all statement items within each variable have a good level of consistency in measuring the same construct. Therefore, if the instrument is reused under relatively similar conditions and with respondent characteristics, it will produce consistent and reliable data.

Overall, the results of the validity and reliability tests indicate that the research instrument meets the criteria for a quality data collection tool. All statement items were declared valid because they accurately measured the research variables, while the results of the reliability test demonstrated that the instrument has a high level of internal consistency. Therefore, the questionnaire used is suitable as a research instrument and can be used in subsequent analysis stages, such as classical assumption tests, multiple linear regression analysis, partial tests (t-tests), simultaneous tests (F-tests), and coefficients of determination. Fulfillment of these two requirements provides confidence that the data obtained has an adequate level of accuracy and reliability, so that the results of the analysis and research conclusions can be scientifically accounted for.

Table 2. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.554	2.141		7.264	0.000
Disiplin	0.247	0.093	0.303	2.646	0.010
WLB	0.164	0.071	0.269	2.319	0.023
Burnout	-0.132	0.057	-0.248	-2.335	0.023

a. Dependent Variable: Kinerja

Source: processed data, 2026

Based on the results of multiple linear regression analysis using IBM SPSS Statistics on 71 respondents, the following regression equation was obtained:

$$Y = 15,554 + 0,247X_1 + 0,164X_2 - 0,132X_3$$

where Y represents employee performance, X_1 represents work discipline, X_2 represents work-life balance, and X_3 represents burnout. This equation shows that if work discipline increases by one unit, employee performance will increase by 0.247 units, assuming other variables remain constant. Similarly, a one-unit increase in work-life balance will increase employee performance by 0.164 units. Conversely, burnout has a negative regression coefficient of -0.132, indicating that the higher the level of burnout experienced by employees, employee performance tends to decrease by 0.132 units. The constant value of 15.554 indicates that if the three independent variables are considered constant or zero, the baseline value of employee performance is 15.554.

Moreover, the results of the F-test ($F = 8.463, p < 0.05$) validate the model's capacity to explain the overall relationship between work discipline, work-life balance, burnout, and employee performance. It can be concluded that the combination of these three independent variables significantly affects employee performance at CV Enam Putera Palembang.

Partial testing using the t-test showed that all independent variables had a significant influence on employee performance. The work discipline variable obtained a calculated t-value of 2.646 with a significance level of 0.010. Because the significance value is less than 0.05, work discipline has a positive and significant effect on employee performance. This finding indicates that the higher the level of employee discipline in complying with company regulations, carrying out responsibilities, and carrying out work according to procedures, the higher the resulting performance. The standardized beta coefficient value of 0.303 also indicates that work discipline is the variable that makes the largest contribution to improving performance compared to the other independent variables.

The work-life balance variable also showed a positive and significant influence on employee performance. The analysis obtained a calculated t-value of 2.319 with a significance level of 0.023, indicating that the second hypothesis was accepted. These results indicate that work-life balance can improve employee productivity and work quality. Employees who are able to manage their time between work and personal life tend to have better work motivation, lower stress levels, and are able to complete their work more effectively. A beta value of 0.269 indicates that the effect of work-life balance on performance is moderate but still significant.

Unlike the previous two variables, burnout has a negative regression coefficient and beta coefficient. The t-test results show a calculated t-value of -2.335 with a significance level of 0.023, indicating that burnout has a negative and significant effect on employee performance. These findings indicate that the higher the level of emotional exhaustion, burnout, and work pressure experienced by employees, the lower their performance. This situation highlights the importance of companies

managing workloads, creating a healthy work environment, and providing psychological support to employees to minimize burnout.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	0.275	0.242	2.423

a. Predictors: (Constant), Burnout, Disiplin, WLB

Source: processed data, 2026

Meanwhile, the results of the coefficient of determination (R^2) show an R Square value of 0.275 with an Adjusted R Square value of 0.242. This means that 27.5% of the variation in employee performance can be explained by the variables of work discipline, work-life balance, and burnout together, while the remaining 72.5% is influenced by other factors outside the research model, such as leadership, work motivation, compensation, work environment, organizational culture, job satisfaction, as well as other individual factors not analyzed in this research. The Adjusted R Square value of 24.2% shows that after adjusting the number of independent variables and sample size, the research model still has sufficient ability to explain variations in employee performance.

Overall, the results of the regression analysis show that the research model meets statistical feasibility. Work discipline and work-life balance have a positive influence on improving employee performance, while burnout has a negative influence on performance. Among these three variables, work discipline is the variable that has the most dominant influence, indicated by the largest Standardized Beta value ($\beta = 0.303$). These findings indicate that increasing employee discipline needs to be the company's top priority, accompanied by efforts to maintain work-life balance and reduce burnout levels, so that employee performance at CV Enam Putera Palembang can continue to be improved on an ongoing basis.

Work discipline has been proven to have a positive influence on employee performance. These results show that employees who have a high level of discipline tend to be able to carry out their duties according to procedures, comply with company rules, be responsible for their work, and complete work on time. In line with that, Sutrisno [11] explains that discipline is a management instrument that functions to shape work behavior so that it conforms to organizational standards. In the context of construction companies, discipline has a very important meaning because it is directly related to the accuracy of project completion, the quality of work results, and compliance with work safety procedures. Therefore, the better the level of discipline that employees have, the greater the company's opportunity to increase productivity and achieve operational targets effectively.

In addition to work discipline, work-life balance also positively contributes to improved employee performance. These findings indicate that a balance between work and personal life can create a better psychological state, enabling employees to perform optimally. The results of this study support the Spillover Theory [10], which explains that positive experiences in one life domain will positively influence other life domains (positive spillover). If individuals are able to maintain a balance between work and personal life, the satisfaction, motivation, and positive energy gained from personal life will carry over into the workplace, thereby increasing productivity. This opinion also aligns with Rahmayati [12], who stated that work-life balance is an individual's ability to manage the demands of work and personal life harmoniously, thereby increasing job satisfaction and performance. Therefore, organizations need to provide support in the form of proportional workload distribution, good communication, and policies that prioritize employee well-being to maintain work-life balance.

On the other hand, this study shows that burnout negatively impacts employee performance. These findings indicate that the higher the level of emotional exhaustion and work pressure experienced by employees, the greater the likelihood of decreased work productivity. These results align with

contemporary burnout research which explains that burnout is a psychological condition resulting from chronic work stress, characterized by emotional exhaustion, depersonalization, and decreased self-actualization. These three dimensions cause individuals to lose motivation, experience decreased concentration, and struggle to maintain the quality of their work. In the construction sector, work characteristics that require project completion within a limited timeframe, target pressure, and high workloads have the potential to increase the risk of burnout. Therefore, companies need to implement work stress management strategies, create a supportive work environment, and provide adequate rest opportunities to maintain employee psychological well-being.

Overall, the results of this study reinforce HRM theories that emphasize that improved employee performance is the result of comprehensive human resource management. Good work discipline will foster productive work behavior, a maintained work-life balance will increase motivation and job satisfaction, while managing burnout will help maintain employee psychological health and productivity. Therefore, companies should not only focus on achieving operational targets but also address employee well-being through policies that foster discipline, create work-life balance, and minimize the risk of burnout. These efforts are expected to improve employee performance sustainably while supporting the achievement of organizational goals

4. CONCLUSION

Based on the research results, it can be concluded that work discipline, work-life balance, and burnout are factors influencing employee performance at CV Enam Putera Palembang. Work discipline has been shown to have a positive impact on employee performance, indicating that the higher the level of employee compliance with regulations, responsibilities, and work procedures, the better the resulting performance. Work-life balance also has a positive impact, indicating that employees' ability to balance work and personal life can increase motivation, concentration, and productivity. Conversely, burnout negatively impacts performance, such that the higher the level of physical and emotional exhaustion experienced by employees, the greater the tendency for a decline in the quality and quantity of work. Together, these three variables can explain variations in employee performance, although other factors beyond the study also influence performance. Thus, this study confirms that human resource management that pays attention to aspects of discipline, work-life balance, and employee psychological health is a crucial step in improving organizational performance.

Based on these conclusions, companies are advised to continue strengthening a culture of discipline through the implementation of consistent work rules, setting an example from leaders, and a reward system for employees who demonstrate high levels of discipline. In addition, companies also need to create a work environment that supports work-life balance, for example through proportional workload management, effective communication between superiors and subordinates, and policies that support employee well-being. Efforts to prevent burnout also need to be considered through more effective work hour arrangements, providing adequate rest periods, and providing psychological support for employees facing high work pressure. For future researchers, it is recommended to develop the research model by adding other variables that have the potential to influence employee performance, such as leadership, work motivation, compensation, job satisfaction, work environment, or organizational culture, so that a more comprehensive understanding of the factors that determine employee performance is obtained.

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