

## Is Burnout a Missing Link? Exploring the Relationship between Work-Life Balance and Job Satisfaction

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Received 18 December 2024 /accepted 18 January 2025 /available online 20 January 2025

**Article type:** Research Article

DOI <http://dx.doi.org/10.47313/oikonomia.v21i1.3946>

### ABSTRACT

**Purpose** This study investigated the relationship between work-life balance (WLB), burnout, and job satisfaction, examining the mediating role of burnout. The study aimed to understand how effective WLB contributes to reduced burnout and increased job satisfaction, using the Conservation of Resources (COR) theory as a framework. **Methodology** The methodology involved a sample of 146 employees from two companies in Jakarta, utilizing stratified proportionate random sampling. Using MacroPROCESS for SPSS model no 4 to analyze the hypotheses. **Findings** The results demonstrate that a positive work-life balance significantly reduces burnout levels, which in turn enhances job satisfaction. Furthermore, the study reveals that burnout mediates the relationship between work-life balance and job satisfaction. **Suggestion** The findings suggest that organizations should prioritize strategies and initiatives that promote work-life balance to mitigate burnout and foster higher levels of job satisfaction among their employees.

**Keywords:** Burnout; job satisfaction; work-life balance; employee well-being.

### ABSTRAK

**Tujuan** Penelitian ini menyelidiki hubungan antara keseimbangan kehidupan kerja (work-life balance, WLB), kelelahan, dan kepuasan kerja, dengan meneliti peran mediasi kelelahan. Penelitian ini bertujuan untuk memahami seberapa efektif WLB berkontribusi terhadap pengurangan kelelahan dan peningkatan kepuasan kerja, dengan menggunakan teori Konservasi Sumber Daya (Conservation of Resources, COR) sebagai kerangka kerja. **Metodologi** Metodologi ini melibatkan sampel 146 karyawan dari dua perusahaan di Jakarta, dengan menggunakan stratified proporsional random sampling. Menggunakan MacroPROCESS untuk SPSS model no 4 untuk menganalisis hipotesis. **Temuan** Hasil penelitian menunjukkan bahwa keseimbangan kehidupan kerja yang positif secara signifikan mengurangi tingkat kelelahan, yang pada gilirannya meningkatkan kepuasan kerja. Lebih jauh, penelitian ini mengungkapkan bahwa kelelahan memediasi hubungan antara keseimbangan kehidupan kerja dan kepuasan kerja. **Saran** emuan penelitian ini menunjukkan bahwa organisasi harus memprioritaskan strategi dan inisiatif yang mempromosikan keseimbangan kehidupan kerja untuk mengurangi kelelahan dan menumbuhkan tingkat kepuasan kerja yang lebih tinggi di antara karyawan mereka.

**Kata kunci:** Burnout; job satisfaction; work-life balance; employee well-being.

## INTRODUCTION

In an era of increasingly rapid globalization, work demands are increasing, and the boundaries between personal and professional life are becoming increasingly blurred. The work-life balance (WLB) concept has become a central issue workers face worldwide. Research shows that an imbalance between work and personal life can trigger burnout (Bodendieck et al., 2022; Irfan et al., 2023; Seo et al., 2020), which hurts mental health (Ayar et al., 2022; Borowiec & Drygas, 2020; Kotera et al., 2020), job satisfaction (Susanto et al., 2022), and ultimately employee performance (Susanto et al., 2022; Tamunomiebi, & Oyibo, 2020; Wong et al., 2020). Current news also often highlights the increase in burnout cases in various countries, including among professional workers. Therefore, a deep understanding of the relationship between work-life balance, burnout, and job satisfaction (JS) is crucial to creating a healthier and more productive work environment.

In Indonesia, the issue of work-life balance is also increasingly relevant, along with economic growth and changes in people's lifestyles. A work culture often demanding high dedication and long working hours can increase the risk of burnout in Indonesian workers. Research by Fauzi and Ekhsan (2023), Zulkarnain and Setyaningrum (2022), and Nurhasanah and Febriani (2023) in Indonesia shows that many Indonesian workers experience symptoms of burnout due to an imbalance between work and personal life, which ultimately affects their level of job satisfaction. This imbalance can have a negative impact on workers' quality of life and organizational performance. Therefore, research on work-life balance and burnout in Indonesia must be conducted to provide better policy recommendations supporting worker welfare.

Although research linking these three variables in the burnout model mediates the effect of WLB on job satisfaction, this research sector is still very varied. Fauzi and Ekhsan's (2023) research proves that burnout mediates the effect of work-life balance on job satisfaction in a sample of Gojek drivers. The working conditions of Gojek drivers with other work sectors have their uniqueness. A driver will be on the road more often so that physical fatigue is clearly visible; their wage system uses target achievements, so the possibility of burnout in this job is very high. Likewise, in their research, Nurhasanah and Febriani (2023) studied a sample of furniture company employees in the veneer division. Physical work in this job triggers high employee burnout.

Meanwhile, in the research of Zulkarnain and Setyaningrum (2022), the sample studied was millennial employees during the COVID-19 pandemic. Research after COVID-19 will provide a new direction for studies related to this model. Further research with this model was conducted outside Indonesia, mostly on medical sector employees (Kelly et al., 2020). Therefore, there is still an opportunity to research the WLB, burnout, and job satisfaction models to get an in-depth picture of the relationship between the three in the world of work. This research will close the gap in sample and population types research gaps.

Furthermore, this study highlights the COR theory, which states that individuals will try to save work and non-work resources to achieve goals and minimize pressure and stress, which leads to increased well-being (Westman et al., 2004). Referring to this COR theory, when individuals get balance in their life and work, they will save these resources into strength, and the results will provide strength, such as increased satisfaction to achieve goals and reduce negative things such as burnout (Lee et al.,

2021). This COR theory can also answer the question of the relationship between work-life balance, which directly affects job satisfaction (Dorta-Afonso et al., 2025).

Therefore, this study shortens the research gap in samples and populations by examining different sectors from those previously studied (online drivers, event organizers, and medical). The two sectors selected in this study have quite different characteristics from the online driver and event organizers. Maslach and Schaufeli (1996) stated that burnout studies focus more on the work context, such as job satisfaction. In addition to empirical evidence, the next direction is to explain more about the application of the underlying theory. Meanwhile, research shows that this model is still being done very little in Indonesia and has not provided a full picture of the various business sectors. So, it is necessary to close this gap by conducting research that aims to test the effect of work-life balance on burnout and job satisfaction, as well as burnout as a mediator in the relationship between WLB and job satisfaction.

## **HYPOTHESIS DEVELOPMENT**

### **Conservation of Resource Theory (COR)**

Hobfoll et al. (2018) put forward the COR theory, which states that individuals will secure and maintain resources to achieve goals and improve their well-being. This COR theory is often used to explain the relationship between WLB as a resource maintained by individuals with a negative effect on burnout (Wright & Hobfoll, 2004). Likewise, to explain the relationship between WLB and Job Satisfaction. Following research conducted by Lee et al. (2021), their longitudinal research revealed that there are positive and negative spillovers of WLB, which result in results that can increase positive things and reduce negative effects.

Several studies have shown a significant relationship between poor work-life balance and an increased risk of burnout. Haar et al. (2021) conducted a study on 126 top executives in New Zealand and found that WLB reduced burnout levels and that burnout mediated the relationship between WLB and work performance. Furthermore, Haar and Harris's (2023) study found evidence that high-performance work practices resulted in burnout and decreased performance, with the effect of burnout being reduced by WLB.

Burnout is a condition of emotional exhaustion, depersonalization, and decreased work performance caused by prolonged work pressure (Irfan et al., 2023). Research shows that individuals who have difficulty balancing work demands with their personal lives tend to, which states that poor work-life balance can trigger feelings of exhaustion, frustration, and boredom, which are early symptoms of burnout (Boamah et al., 2022; Neal & Lyons, 2020).

Furthermore, it explains that work-life balance imbalance can interfere with an individual's ability to recover from work demands. When individuals do not have enough time to rest, socialize, and do fun activities, they struggle to cope with stress and restore depleted energy. As a result, they become more susceptible to burnout.

## Mechanism of Influence

Research has consistently shown that work-life balance significantly impacts the risk of burnout. By understanding the mechanisms behind this relationship, organizations can take steps to create a healthier and more productive work environment. One consistent finding is that a work-life balance imbalance can trigger burnout (Bodendieck et al., 2022; Neal & Lyons, 2020; Tavassoli & Sunyer Torrents, 2020). Burnout is a condition of emotional exhaustion, depersonalization, and decreased work performance caused by prolonged work pressure.

H1: Work-life balance affects burnout

According to the results expressed in the research of Lee et al. (2021), with the spillover generated by WLB, which is positive and negative, WLB can affect burnout and positively affect job satisfaction. Moreover, the existing literature suggests that a positive work-life balance can enhance employee job satisfaction. This proposition is grounded in the Conservation of Resources (COR) theory, which posits that individuals strive to acquire, retain, and protect their resources, such as time, energy, and social support (Hobfoll, 2011). When employees can balance their work and personal responsibilities effectively, they are better equipped to preserve their resources and manage workplace stressors, which can lead to increased job satisfaction.

This notion is supported by empirical evidence, which indicates that employees who experience a better balance between their work and personal lives tend to exhibit higher levels of job satisfaction (Aruldoss et al., 2022; García-Salirrosas et al., 2023; Rashmi & Kataria, 2023; Susanto et al., 2022; Tavassoli, & Sunyer Torrents, 2020). This mechanism is because a positive work-life balance allows individuals to fulfill their responsibilities in both domains, thereby reducing the strain and conflict that can lead to burnout and job dissatisfaction.

Burnout, characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, can have a detrimental impact on an employee's job satisfaction (Maslach et al., 2001). This negative relationship is supported by the Conservation of Resources (COR) theory, which states that when employees experience burnout, their resources become depleted, leading to a perceived threat or actual loss of these valuable resources (Hobfoll, 2018). This resource depletion can result in decreased job satisfaction as individuals struggle to maintain a positive outlook and effectively fulfill their work responsibilities. Ninaus et al. (2021) illustrated that burnout, specifically assessed through emotional exhaustion, led to general discontent with the job, even when individuals indicated experiencing significant social support and feelings of achievement at work. Consequently, burnout is likely to diminish job satisfaction (Molero Juradi et al., 2019; Susanto et al., 2022).

H2: Work-life balance affects job satisfaction

H3: Burnout affects job satisfaction

In addition, work-life balance imbalance can interfere with an individual's ability to recover from work demands. When someone does not have enough time to rest, socialize, and do fun activities, they will have difficulty coping with stress and restoring drained energy. As a result, they become more susceptible to burnout. Longevated burnout can have a negative impact on various aspects of life, including job satisfaction. Individuals who experience burnout tend to feel dissatisfied with their jobs, less

involved in their work and have low work motivation. Hence, a Positive work-life balance mitigates burnout; in turn, when burnout is low, it increases job satisfaction (Fauzi & Ekhsan, 2023; Zulkarnain & Setyaningrum, 2022; Nurhasanah & Febriani, 2023). However, research from Daud et al. (2023) showed the opposite results: burnout did not mediate the relationship between WLB and Job satisfaction. Therefore, it is still necessary to prove whether it is true that burnout mediates the relationship between WLB and job satisfaction.

H4: Burnout mediates the effect of work-life balance on job satisfaction

### Research Model

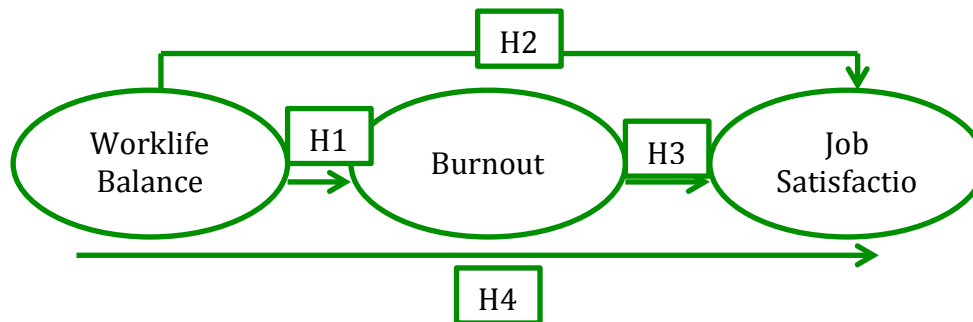


Figure 1. Research Model

## METHODOLOGY

### Sample and Data Collection

The population in this study was taken from two companies in Jakarta. One company is a subsidiary of a building retail company, which is located in Jakarta and is a company engaged in the event organizer industry. So, the total population is 247 employees. This study used two companies from different industrial sectors (Retail 109 and Service Sector 138) to get a better level of generalization regarding the results of the study. The sampling technique used stratified proportionated random sampling, distinguishing the percentages in the two companies. Based on the Michael and Isaac table, with a population of 250 and a significance level of 5%, a sample size of 146 was obtained. The sampling proportion was divided into 64 for the retail company and 84 for the service company. Then, the sampling was continued with simple random sampling by making a list of the sampling frames and drawing up a certain number of sizes.

### Measurement

The measurement used in this study is a measurement that has been developed by researchers before and reused in other studies. So, it has gone through repeated validation tests. However, because the size or questionnaire comes from a language other than Indonesian, the researcher still conducts instrument testing to ensure the instrument is suitable for use.

*Work-life balance:* Four items adapted from the scale developed by Brough et al. (2009). One example of the sentence is, 'I am able to balance between time at work and time at other activities.' This measurement has been widely used in research, such as in the latest research by Ugwu et al. (2024). Therefore, this research has been validated several times in previous studies.

*The burnout variable* takes the measure from the MBI-GS with a short version of 9 items, consisting of three dimensions: exhaustion, cynicism, and efficacy. This measure was first created by Christina Maslach and Susan Jackson in 1981 (Chirkowska-Smolak & Kleka, 2011). An example of a sentence is, 'I have become less enthusiastic about my work.'

*Job satisfaction* is measured by the Short Index of Job Satisfaction (SIJS), which comes from the research of Sinval and Marôco (2020). The example sentence 'I feel fairly satisfied with my present job.' Five items were used to measure job satisfaction.

### Data analysis

Empirical testing was carried out through mediation analysis with PROCESS for SPSS to prove the hypothesis. The model used in PROCESS V3.5 is no. 4. This technique was chosen because Process can clearly show the total effect value, direct effect, and indirect effect. In addition, this selection contributes to closing the gap in terms of methodology.

## RESULTS

The characteristics of respondents in this study were dominated by female gender. This condition is not surprising considering that the current population of women is greater than men. Respondents in the age range of 25-45 years were 85 people, the largest group compared to other groups added together. Marital status and number of children are part of the data collection for respondent characteristics. This matter is because WLB is related to their daily lives, such as caring for children and their spouses. These characteristics will give readers an overview of the respondents studied in drawing conclusions from the research results. Married respondents are 128 people, unmarried 10 people, and those with divorced status are 8.

**Table 1 Respondent Characteristic**

Characteristic		Firm A (64)	Firm B (82)
Gender	Woman	38	49
	Man	26	33
Age	<25	3	2
	25-30	20	26
	31-45	19	20
	46-50	14	18
	>50	8	16
	Marital status		
	Menikah	54	74
	Belum menikah	5	5
	Cerai	5	3
Children	<2	10	11
	1-2	40	65
	Tidak ada	9	11

Source : Author (2025)

## Validity and reliability of measurement

Previous studies have tested all instruments for validity and reliability using the same instrument. However, to gain insight into whether there are differences in perspective and understanding of respondents' answers in Indonesia, validity and reliability tests were conducted. Validity testing follows measurement theory, with the selection of factor analysis techniques assisted by SPSS version 26. Then, we continued with reliability testing by selecting the Cronbach alpha value.

Factor analysis shows that all items in this instrument have a factor loading value above 0.5 with a Keizer Meyer Olkin (KMO) value above 0.6. This value is in accordance with the cut off recommended by Hair (2019). Furthermore, the Cronbach alpha value for the WLB variable is 0.84 and burnout is 0.72, and job satisfaction is 0.88. This value indicates that the instrument can be used.

## Descriptive statistics and correlation

The average answers in the study can be seen in table 2 which shows that satisfaction was answered around a value of 3.8 on a five-point Likert scale. This value means that respondents are quite satisfied with their current jobs. In the WLB condition, respondents felt less able to balance with an indication of a value of around 2.8. While in burnout, respondents in this sample experienced moderate burnout with a value approaching 3.

**Table 2 Mean and Correlation**

	Mean	Satisfaction	WLB
Satisfaction	3,895	1	
WLB	2,898	0,955***	1
Burnout	3,171	-0,950***	-0,929***

\*p<0,1; \*\*p<0,05; \*\*\*p<0,01

Source: Author (2025).

Although the results of this study indicate a strong relationship between the three variables, we cannot conclude that one variable directly causes changes in the other variables. The correlation value only shows the strength of the relationship between variables, but cannot show their influence. Table 2 shows that these three variables strongly support each other although some are in different directions. All values are above 0.9 indicating a very close relationship between the three variables, and with a negative direction on burnout for WLB and job satisfaction.

## Hypothesis testing

The data support the first hypothesis. The significance result, with a p-value of  $0.000 < 0.05$  and a standardized coefficient value of -0.929, indicates a negative or opposite direction. This finding indicates a statistically significant relationship between the two WLB and Burnout variables. More specifically, the results of the study show that the better the work-life balance an employee has, the lower the level of burnout they experience. In other words, a healthy balance between work demands and personal life can effectively reduce the risk of burnout in employees.



The second hypothesis of this study, which shows that work-life balance affects employee job satisfaction, is supported. The processing results with statistical applications show a p-value of  $0.000 < 0.05$  and standardized coeff 0,532. Increasing the perception of employees' work-life balance will make them feel more satisfied in their jobs. Job satisfaction is formed by the feeling that their work gives meaning to both work and the organization as well as to the employee's personal life. In addition, with the ability to balance work with life, employees are certainly more comfortable, and there is no confusion about which is more important.

**Table 3 Direct effect**

Variable in the model	Model 1 Burnout		Model 2 Job satisfaction	
	Standardized coeff	se	coeff	se
WLB	-0,929***	0,029	0,532***	0,034
Burnout			-0,456***	0,036
R-sq	0,86		0,90	
F	912,313***		1018,606***	

\* $p < 0,1$ ; \*\* $p < 0,05$ ; \*\*\* $p < 0,01$   
Source: Author (2025).

The third hypothesis regarding burnout affecting job satisfaction is also proven to be supported with a p-value of  $0.000 < 0.05$ . The direction of the data processing results shows a negative value; this result explains that the effect of burnout on satisfaction is the opposite. When employees experience more burnout, job satisfaction will decrease. Therefore, it is necessary to maintain the level of burnout.

The last and final hypothesis regarding the mediation of burnout on the effect of work-life balance on job satisfaction does get strong evidence. The mediation test by PROCESS uses the bootstrapping system and looks at the confidence interval (CI) values, namely Lower level (LLCI) and Upper level (ULCI), to determine whether the proposed hypothesis is met. The value for the indirect effect gets 0,219 (LLCI) and 0,302 (ULCI), which are both positive and do not pass zero, so this proves that the mediation hypothesis is supported. Burnout is a variable that can relate WLB to job satisfaction.

Furthermore, when mediation occurs, it is better to see the nature of the mediation. According to Baron and Kenny (Hayes, 2009), the influence of WLB on job satisfaction is proven to be significant when the mediation variable has not been entered (total effect) with 0,561 (LLCI); 0,622 (ULCI). Moreover, still remains significant when the mediation variable is entered (direct effect) with 0,262 (LLCI); 0,397 (ULCI). Hence the nature of this mediation is partial. The type of partial mediation brought to this relationship is the complementary type, with results showing positive values in the direction of mediation results. This positive value is also shown from the negative relationship (WLB  $\rightarrow$  burnout) and negative (burnout  $\rightarrow$  JS). So, it is interpreted as harmonious and mutually supportive.



## DISCUSSION

The relationship between work-life balance and burnout has been extensively studied, with numerous studies indicating that a positive work-life balance can significantly reduce burnout levels among employees. For instance, research by Zulkarnain and Setyaningrum (2022) highlights that employees who maintain a healthy balance between their professional and personal lives report higher job satisfaction and lower levels of burnout. Similarly, some research found a significant negative correlation between work-life balance and job burnout among teachers (Zulfikar & Kasiyati, 2024) and nurses (Mahendran et al., 2019), suggesting that enhancing work-life balance can effectively mitigate burnout.

These findings align well with the Conservation of Resources (COR) theory proposed by Hobfoll (2011), which posits that individuals strive to protect and conserve their resources, including time, energy, and social support. According to COR, stress arises when individuals perceive a threat to their resources or experience resource loss. Therefore, employees who achieve a better work-life balance are better equipped to manage stressors, ultimately preserving their emotional and psychological resources. This preservation leads to reduced feelings of burnout as individuals engage in restorative activities outside of work, fostering resilience and overall well-being. Consequently, organizations should prioritize policies that promote work-life balance to enhance employee satisfaction and reduce burnout rates, thereby creating a healthier workplace environment. This paragraph clearly discusses the topic while integrating relevant research findings and theoretical frameworks.

The positive impact of work-life balance (WLB) on job satisfaction (JS) has been well-documented in various studies, highlighting its significance in enhancing employee well-being and organizational performance. For instance, research conducted by Haar et al. (2014) demonstrates a clear positive relationship between WLB and JS, indicating that employees who effectively manage their work and personal lives tend to experience higher levels of job satisfaction. This finding is echoed in a recent study by Farkhan and Pareke (2024), which found that WLB influences JS significantly. Such evidence underscores the notion that when employees can balance their professional responsibilities with personal commitments, they are more likely to report greater job satisfaction and overall fulfillment in their roles.

The Conservation of Resources (COR) theory provides a robust framework for understanding this relationship. According to Hobfoll (2011), individuals strive to acquire and protect their resources, which include time, energy, and social support. WLB is a critical resource enabling employees to manage their work and personal lives effectively. When employees achieve a satisfactory balance, they are less likely to experience stress and burnout, improving job satisfaction. As noted in the findings of Aristiyani et al. (2013), employees with a healthy WLB exhibit higher levels of engagement and demonstrate increased commitment to their organizations. This result aligns with COR theory, which posits that the preservation of resources leads to enhanced psychological well-being and job satisfaction.

Research showing that burnout has a negative effect on job satisfaction is consistent with previous theories and empirical findings (Madigan & Kim, 2021). Burnout, characterized by emotional exhaustion, depersonalization (or cynicism), and declining personal accomplishment, would logically reduce a person's satisfaction with

their job (Maslach & Schaufeli, 2018). When individuals feel emotionally exhausted, they lack energy and enthusiasm for their work. Depersonalization leads to a cynical and detached view of work and coworkers, which damages work relationships and morale. Ultimately, emotional exhaustion leads to feelings of incompetence and ineffectiveness, which further reduces job satisfaction.

The COR theory supports these findings. Burnout, characterized by emotional exhaustion and a sense of inefficacy, represents a significant depletion of these resources. As employees experience burnout, they are less able to engage effectively with their work, leading to diminished job satisfaction. Research has shown that employees suffering from burnout often report feeling overwhelmed and unsupported, exacerbating dissatisfaction and disengagement (Maslach & Schaufeli, 2018). By fostering an environment that prioritizes employee well-being and resource conservation, organizations can enhance job satisfaction while simultaneously reducing the detrimental effects of burnout.

The relationship between work-life balance (WLB) and job satisfaction (JS) is further nuanced by the mediating role of burnout, which significantly influences the dynamics between these two constructs. Research indicates that a positive WLB can effectively reduce employee burnout, enhancing job satisfaction. For instance, a study conducted by Zulkarnain and Setyaningrum (2022) found that WLB significantly decreases burnout, positively impacting job satisfaction. The authors reported that when employees experience a favorable balance between their work and personal lives, their emotional exhaustion diminishes, allowing them to engage more fully in their roles and derive greater job satisfaction.

In line with COR theory, when WLB is prioritized, employees are better equipped to maintain their resources, thereby mitigating the risk of burnout. Fauzi and Ekhsan (2023) noted that the reduction in burnout levels directly correlates with increased job satisfaction. This sentence suggests that organizations must focus on strategies that enhance WLB to alleviate burnout and promote job satisfaction. Such as reduce insecurity means promoting balancing work and life and also reducing burnout, which in turn increases job satisfaction (Sari & Thawil, 2016).

## CONCLUSION

The findings of this study highlight the crucial role of work-life balance in mitigating burnout and enhancing job satisfaction among employees. The results demonstrate that a positive work-life balance can significantly reduce burnout levels, positively impacting job satisfaction. This relationship is underpinned by the Conservation of Resources (COR) theory, which suggests that individuals strive to maintain and protect their personal resources, such as time, energy, and social support. When employees are able to balance their professional and personal responsibilities effectively, they are better equipped to manage stress and prevent burnout, ultimately leading to increased job satisfaction. Conversely, the study also reveals the detrimental effects of burnout on job satisfaction, underscoring the importance of mitigating burnout in the workplace. These findings highlight the need for organizations to prioritize work-life balance initiatives in order to foster a healthier and more productive work environment for their employees.

## Research implications

The implications of this study are significant for both academia and organizational practices. The findings emphasize the critical importance of fostering a positive work-life balance to reduce burnout and enhance employee job satisfaction. Organizations should prioritize initiatives that effectively support employees in managing their work and personal lives to mitigate burnout risks and improve overall job satisfaction. Understanding the mediating role of burnout in the relationship between work-life balance and job satisfaction can guide interventions to create healthier and more productive work environments. This study underscores the need for organizations to implement strategies that promote work-life balance to support employee well-being and organizational success.

These research implications provide valuable insights for academia, offering a deeper understanding of the intricate dynamics between work-life balance, burnout, and job satisfaction. Additionally, for practitioners and organizational leaders, these findings offer actionable recommendations to enhance employee satisfaction, reduce burnout, and foster a positive work environment conducive to productivity and well-being.

## Limitations of Research and Suggestions

The limitations of this research include the restricted sample size, which was drawn from only two companies in Jakarta, potentially limiting the generalizability of the findings. Additionally, the study did not account for other variables that could mediate or moderate the relationship between work-life balance and job satisfaction, such as job stress or social support.

Future research should include a broader sample across various industries and regions to enhance the generalizability of the results. Investigating other potential mediators or moderators that could influence the relationship between work-life balance, burnout, and job satisfaction would also be beneficial. This investigation could provide a more comprehensive understanding of the dynamics at play and inform better organizational practices.

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#### Competing interests

“The author(s) declare(s) that they have no competing interests.”

#### Funding

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#### Acknowledgements

“not available”

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**First publication right:** Oikonomia: Jurnal Manajemen

#### How to cite

Shafariah, H. and Gofur, A. (2025). Is Burnout a Missing Link? Exploring the Relationship between Work-Life Balance and Job Satisfaction. *Oikonomia: Jurnal Manajemen*, 21(1), 1-16. <http://dx.doi.org/10.47313/oikonomia.v21i1.3946>



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