

WHEN WORK-LIFE BALANCE DRIVES THE DESIRE TO QUIT: THE MEDIATING ROLE OF BURNOUT AT PT X BANDUNG BRANCH

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ABSTRACT

This investigation seeks to verify the influence of work-life balance on turnover intention, with burnout functioning as a mediating variable among employees of PT X Bandung Branch. Turnover intention represents a critical concern within human resource management discourse, as it directly impacts organizational performance and operational stability while potentially precipitating actual employee separation. The escalating rates of unauthorized absenteeism and employee attrition at PT X Bandung Branch underscore the imperative of comprehending determinants influencing employees' organizational departure intentions. Although various programmatic interventions have been instituted to support employee well-being, challenges in employee retention persist and have intensified in complexity. This study assumes particular significance within the Indonesian organizational context, where achieving equilibrium between professional obligations and personal life domains has emerged as an organizational challenge amid expanding occupational demands. The research gap substantiating this investigation emanates from inconsistent empirical evidence regarding the relationship between work-life balance and turnover intention constructs. A quantitative verificative methodological approach was employed, encompassing 81 respondents determined through Slovin formula application from a population of 267 employees. Data acquisition was executed through literature review, interview protocols, and questionnaire administration, with subsequent descriptive and verificative analysis employing classical assumption diagnostics, correlation analysis, and path analytical techniques. The empirical findings indicate that work-life balance significantly influences turnover intention through burnout as a mediating mechanism. Partial effects analysis reveals that work-life balance exerts a statistically significant negative influence on both burnout and turnover intention constructs, while burnout demonstrates a statistically significant positive effect on turnover intention. Theoretically, this study advances understanding of burnout's mediating function; pragmatically, it provides strategic insights for enhancing employee retention effectiveness.

Key words: work-life balance; burnout; turnover intention

INTRODUCTION

In today's increasingly competitive business environment, human resources (HR) have become vital strategic assets for maintaining organizational competitiveness and long-term sustainability. Beyond operational roles, HR determines an organization's ability to achieve strategic goals and remain resilient (Chen, 2023). Clear role allocation fosters effective collaboration and enhances adaptability in rapidly changing business conditions (Ayanponle et al., 2024). Employee performance is widely recognized as a key factor in organizational success; however, HR management has grown more complex due to dynamic labor markets and expanding job opportunities. One major challenge is employee turnover—both voluntary and involuntary—which threatens organizational stability, morale, productivity, and increases recruitment and training costs (Viegas & Henriques, 2021; Ahmad, 2022; Shibru, 2022). Turnover often results from limited career growth or more attractive external opportunities (Robbins & Judge, 2024).

The banking sector is particularly vulnerable to high turnover due to demanding work environments and intense labor market competition. Industry data indicate that turnover in banking and finance reaches 18.6%, among the highest across sectors (Ufer, 2024). PT X, a major Indonesian bank, has implemented various HR initiatives—such as professional development, health insurance, hybrid work systems, career pathways, and reward programs—to enhance employee well-being and engagement. Nevertheless, turnover remains a significant issue, with the Bandung Branch reporting a 22.57% turnover rate in 2023, exceeding the national average. This has led to heavier workloads for remaining staff, reduced productivity, higher recruitment costs, and increased work-life imbalance and burnout, which are well-established predictors of turnover intention (Smith et al., 2025; Acosta, 2025).

Work-life balance (WLB) refers to an individual's capacity to effectively manage occupational demands and personal life responsibilities (Fisher et al., 2009). Maintaining optimal WLB is essential for promoting employee satisfaction, organizational commitment, and retention (Christy & Indiyati, 2025). Numerous empirical investigations have documented negative relationships between WLB and turnover intention, indicating that employees experiencing greater equilibrium between professional and personal domains demonstrate reduced propensity for organizational departure (Jaharuddin & Zainol, 2019; Ahmad, 2022; Haar & Brougham, 2020; Khalil et al., 2021).

However, empirical findings across antecedent studies exhibit inconsistency. Several scholars (Permatasari & Setiyawan, 2024; Ambarwati et al., 2024) determined that WLB does not significantly influence turnover intention, suggesting that alternative psychological variables, particularly burnout, may exert stronger effects (Esthi & Panjaitan, 2023). Burnout, characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment (Maslach & Leiter, 2016), is frequently conceptualized as a psychological consequence

of inadequate WLB and excessive occupational demands. Empirical evidence consistently demonstrates that burnout positively and significantly influences turnover intention (Boamah et al., 2022; Cho & Im, 2024; Kim, 2024).

Conservation of Resources (COR) theory (Hobfoll et al., 2018) provides a theoretical framework for explicating these relationships. According to this theoretical perspective, individuals endeavor to protect and preserve valuable resources including time, energy, and emotional stability. When WLB deteriorates, these resources become depleted, precipitating burnout and, ultimately, turnover intention. Consequently, burnout may function as a mediating variable elucidating the indirect effect of WLB on turnover intention (Haar et al., 2021; Alblihed & Alzghaibi, 2022).

Based on the reviewed scholarship, it is evident that turnover intention is not exclusively driven by work-life imbalance but is additionally reinforced by psychological strain resulting from burnout. Despite PT X's diverse well-being initiatives, persistently elevated turnover and absenteeism rates at its Bandung Branch suggest underlying systemic challenges in HR management practices. Furthermore, inconsistencies in antecedent empirical findings regarding WLB-turnover intention relationships underscore the necessity for further investigation.

Therefore, this study aims to examine the influence of WLB on turnover intention with burnout functioning as a mediating variable among employees at PT X Bandung Branch. This research contributes to enhanced theoretical understanding of how psychological and organizational factors interact to influence employee retention within Indonesia's banking sector.

Based on the above theoretical arguments and empirical evidence, this study proposes the following hypotheses:

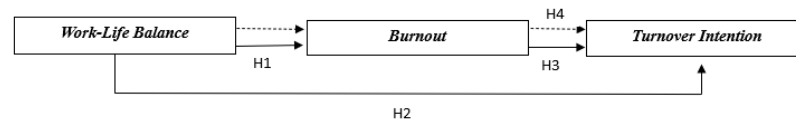


Figure 1. Research Model

H1: Work-life balance has a negative effect on burnout.

H2: Work-life balance has a negative effect on turnover intention.

H3: Burnout has a positive effect on turnover intention.

H4: Work-life balance has a negative effect on turnover intention through burnout as a mediating variable.

METHOD

This research was conducted over a four-month period, from April to July 2025. The study adopted a quantitative descriptive and verification design to examine the relationship between variables, WLB (X), the mediating variable, burnout (M), and the dependent variable, turnover intention (Y).

The population of this study consisted of employees of PT X Bandung Branch, with a total of 81 respondents participating in the survey. Respondents were employees of PT X Bandung Branch who voluntarily participated in the study. Demographic information such as gender, age, and tenure was also collected to describe the characteristics of the respondents. Data were collected through an online questionnaire distributed using the Google Form application.

The study utilized both primary and secondary data. Primary data were obtained directly from respondents through the questionnaires, while secondary data were collected from company reports, academic journals, books, and previous studies relevant to the research topic.

Each variable in this study was measured using validated dimensions and indicators adopted from previous research. The WLB (X) variable consisted of three dimensions, namely time balance, involvement balance, and satisfaction balance (Hudson, 2005). The burnout (M) variable included three dimensions: exhaustion, cynicism, and reduced personal accomplishment (Maslach & Leiter, 2016). Meanwhile, the turnover intention (Y) variable comprised three dimensions: thoughts of quitting, intention to search for alternatives, and intention to quit (Moble, as cited in Hom et al., 2020).

The research instrument was tested for validity and reliability. Validity testing was conducted using the Pearson Product-Moment correlation, while reliability was assessed using Cronbach's Alpha. Items that met the validity threshold (r calculated $>$ r table) and reliability coefficient ($\alpha > 0.60$) were considered valid and reliable. The questionnaire employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The ordinal data obtained were converted into interval data using the Method of Successive Intervals (MSI) to enable further statistical analysis.

Data were analyzed using correlation analysis and path analysis with the aid of SPSS 26.0 for Windows. The hypothesis testing procedure included the t-test to examine the partial effects of each variable and the Sobel test to evaluate the mediating effect of burnout (M) between WLB (X) and turnover intention (Y).

RESULTS AND DISCUSSION

Result

Prior to conducting the path analysis, several classical assumption tests were performed to ensure that the regression model used was appropriate and met the basic statistical requirements, so that the estimation results were valid, unbiased, and efficient. The normality test confirmed that the data were normally distributed. Multicollinearity testing indicated that all tolerance values were greater than 0.10 (0,623) and the Variance Inflation Factor (VIF) values were below 10 (1,605), suggesting no multicollinearity issues. The heteroscedasticity test results showed that the residuals were randomly distributed, indicating the absence of heteroscedasticity. Therefore, all regression assumptions were met, allowing further analysis to be conducted using correlation analysis and path analysis in SPSS 26.0 for Windows.

Pearson Product-Moment correlation analysis was conducted to examine the relationship between WLB (X), burnout (M), and turnover intention (Y).

Table 1. Correlation Analysis

		Work_Life_Ba lance	Burnout	Turnover_Inte nition
Work_Life_Balance	Pearson Correlation	1	-.620**	-.614**
	Sig. (1-tailed)		.000	.000
	N	81	81	81
Burnout	Pearson Correlation	-.620**	1	.799**
	Sig. (1-tailed)	.000		.000
	N	81	81	81
Turnover_Intention	Pearson Correlation	-.614**	.799**	1
	Sig. (1-tailed)	.000	.000	
	N	81	81	81

** Correlation is significant at the 0.01 level (1-tailed).

The correlation results presented in Table 1 revealed a negative and significant correlation between WLB and burnout ($r = -0.620$, $p < 0.05$), indicating that employees with higher levels of WLB tend to experience lower levels of burnout. Similarly, there was a negative and significant correlation between WLB and turnover intention ($r = -0.614$, $p < 0.05$), suggesting that better WLB is associated with a reduced intention to leave the organization. Conversely, a positive and significant correlation was found between burnout and turnover intention ($r = 0.799$, $p < 0.05$), meaning that higher burnout levels lead to an increased likelihood of employees intending to quit their jobs.

These results suggest that a higher level of WLB is associated with lower burnout and turnover intention among employees. Conversely, lower WLB tends to increase burnout and the intention to leave the organization.

Table 2. Correlation Analysis WLB and Burnout on Turnover Intention

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.813 ^a	.661	.652	5657,334	.661	76,080	2	78	.000

a. Predictors: (Constant), Burnout, Work_Life_Balance

Furthermore, the simultaneous correlation between WLB and burnout on turnover intention yielded $r = 0.813$ with a significance level of $p < 0.05$, indicating a strong and significant joint relationship. The Adjusted R square = 0.661 shows that 66.1% of the variation in turnover intention can be explained by WLB and burnout, while the remaining 33.9% is influenced by other factors not examined in this study.

Path analysis was employed to assess the direct and indirect effects among variables, using SPSS 26.0 for Windows.

- Model 1:
WLB significantly affects burnout ($p = 0.000 < 0.05$), with $R^2 = 0.385$, meaning that 38.5% of burnout is explained by WLB, while 61.5% is explained by other factors. The residual error (e_1) was 0.784.
- Model 2:
Both WLB ($p = 0.025$) and burnout ($p = 0.000$) significantly affect turnover intention. The combined model obtained $R^2 = 0.661$, indicating that 66.1% of turnover intention is explained by both predictors, with a residual error (e_2) of 0.582.

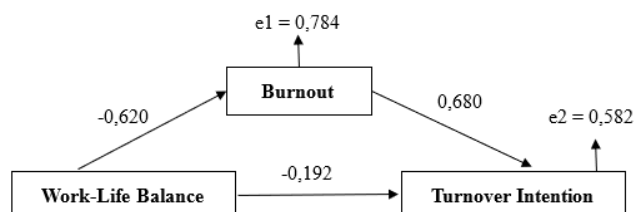


Figure 2. Path Analysis Diagrams

The direct effect of WLB on turnover intention was -0.192, while the indirect effect through burnout was -0.422 ($-0,620 \times 0,680 = -0,422$). This indicates that the indirect effect via burnout is greater than the direct effect, suggesting that burnout plays a mediating role in the relationship between WLB and turnover intention.

The Sobel test and t-test were performed to verify the significance of each hypothesis.

1. The Sobel test produced a calculated t-value of -5.3, which exceeded the t-table value of 1.665, confirming that burnout significantly mediates the effect of WLB on turnover intention.
2. The partial t-test results were as follows:
 - WLB → Burnout: $t = -7.027$, $p = 0.000 (< 0.05)$ → Significant
 - WLB → Turnover Intention: $t = -2.286$, $p = 0.025 (< 0.05)$ → Significant
 - Burnout → Turnover Intention: $t = 8.092$, $p = 0.000 (< 0.05)$ → Significant

Thus, all hypotheses were accepted ($t \text{ calculated} > t \text{ table (1,665)}$), indicating significant relationships among all tested variables.

Discussion

The findings confirm that WLB has a significant negative effect on both burnout and turnover intention, consistent with the theoretical framework proposed by Hudson (2005), which emphasizes the importance of equilibrium between professional and personal life in reducing psychological strain. Employees with better WLB tend to experience lower levels of emotional exhaustion and cynicism, resulting in decreased intention to leave the organization. This finding aligns with Maslach and Leiter's (2016) burnout model, which posits that sustained imbalance between job demands and personal resources contributes to higher burnout levels.

Moreover, the strong positive relationship between burnout and turnover intention supports prior research by Hom et al. (2020), suggesting that burnout directly predicts employees' withdrawal behaviors and turnover cognition. The mediating role of burnout, as confirmed through the Sobel test, indicates that the effect of WLB on turnover intention occurs both directly and indirectly through psychological strain. This suggests that improving WLB not only directly reduces the intention to quit but also indirectly mitigates turnover by alleviating burnout symptoms.

Overall, these findings provide empirical evidence supporting the stress-strain-outcome framework, highlighting that psychological well-being serves as a critical mechanism linking organizational support factors to retention outcomes.

CONCLUSION

This investigation concludes that work-life balance (WLB) exerts a significant influence on turnover intention, with burnout functioning as a partial mediating variable among employees at PT X Bandung Branch. An equilibrated work-life environment facilitates burnout reduction, which consequently diminishes employees' organizational departure intentions. These empirical findings emphasize the pivotal role of organizational interventions in promoting employee well-being and sustaining retention rates. However, given that the observed effect of work-life balance on burnout was determined to be relatively limited in magnitude, future research is recommended to incorporate additional psychological and organizational determinants, including occupational stress (Alblihed & Alzghaibi, 2022) and work-life interference (Boamah et al., 2022), to construct a more comprehensive theoretical model explicating turnover behavior within the banking sector.

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