



Research article

The relationship between work stress, life satisfaction and burnout in employees in Jakarta

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ABSTRACT

This study aims to analyze the relationship between work stress, life satisfaction, and burnout among employees in Jakarta. The research method employs a quantitative approach, collecting data through questionnaires distributed to 119 employee respondents in the Jakarta area. The research instruments used have been tested for validity and reliability. The data analysis techniques applied were Confirmatory Factor Analysis (CFA) and regression testing using Jamovi to validate the relationship model between variables. The results of the study show that: (1) Work stress has a positive and significant effect on burnout; (2) Burnout has a negative and significant effect on life satisfaction; (3) Work stress has a positive and significant effect on life satisfaction, but this effect becomes negative when mediated by burnout. These findings reveal the critical role of burnout as a mediator variable that reverses the direction of the relationship between work stress and life satisfaction.

Keywords: Work Stress, Burnout, and Life Satisfaction

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Abstrak

Penelitian ini bertujuan untuk menganalisis hubungan antara stres kerja, kepuasan hidup, dan burnout pada karyawan di Jakarta. Metode penelitian menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner yang disebarakan kepada 119 responden karyawan di wilayah Jakarta. Instrumen penelitian yang digunakan telah teruji validitas dan reliabilitasnya. Teknik analisis data yang diterapkan adalah Confirmatory Factor Analysis (CFA) dan uji regresi menggunakan Jamovi untuk memvalidasi model hubungan antar variabel. Hasil penelitian menunjukkan bahwa: (1) Stres kerja berpengaruh positif dan signifikan terhadap burnout; (2) Burnout berpengaruh negatif dan signifikan terhadap kepuasan hidup; (3) Stres kerja berpengaruh positif dan signifikan terhadap kepuasan hidup, namun efek ini berubah menjadi negatif ketika dimediasi oleh burnout. Temuan ini mengungkap peran kritis burnout sebagai variabel mediator yang membalik arah hubungan antara stres kerja dan kepuasan hidup.

Kata Kunci: *Work Stress, Burnout, and Life Satisfaction*

1. Introduction

The era of globalization has intensified business competition, requiring employees to work harder to enhance competitiveness and ensure organizational survival (Hendryadi, 2018). Employees face numerous challenges from both personal and work environments, often resulting in physical and emotional stress. Work stress and burnout have increasingly drawn attention over the past decades. Research involving 570 university lecturers found that over 53% experienced emotional fatigue and stress due to work, with 66% reporting stress related to meeting students' emotional and mental health needs (Renfrow, 2020; Rojas et al., 2019). Factors influencing mental health at work include heavy workloads, time constraints, role ambiguity, long working hours, high emotional and physical demands, lack of feedback, and workplace harassment or discrimination.

Employees experiencing burnout tend to feel tense, anxious, and withdrawn, affecting their personal and social life (Pluut et al., 2018). Burnout, caused by chronic stress, is characterized by emotional exhaustion, negative attitudes toward work, and reduced personal accomplishment (Maslach & Leiter, 2016). Although initially studied in medical and psychiatric professions, burnout is now prevalent across industries, leading to reduced productivity and service quality. Work stress, another significant occupational health hazard, arises when employees' abilities do not match environmental demands or assigned tasks (Dodanwala et al., 2022; Liu et al., 2020). Causes of work stress can be categorized into individual-level factors, such as role conflict and excessive workload, and organizational-level factors, including poor cohesiveness, lack of career development, and unsupportive culture (Prasetyo, 2023). Stress can have both adverse effects, causing physical and psychological disturbances, and positive effects, acting as motivation to enhance performance (Pragiwani, 2020).

Life satisfaction, a key component of well-being, reflects an individual's overall happiness and contentment with life (Maddux, 2017; Bodeker et al., 2020). It can be influenced by social support, work environment, health, family, and lifestyle (Agyar, 2013; Kuykendall et al., 2015; Loewe et al., 2014; Magee et al., 2013; Moksnes & Espnes, 2013; Newman et al., 2014; Rojas, 2006). Life satisfaction encompasses physical, mental, and social well-being, and in

organizational contexts, it serves as an indicator of organizational maturity and management effectiveness (Dağlı, 2017; Ria & Palupiningdyah, 2020; Sulimah & Wulansari, 2018).

Previous studies indicate a negative correlation between work stress and life satisfaction, where increased stress reduces life satisfaction (Ozkan & Ozdevecioğlu, 2013). Conversely, some studies show that moderate stress can positively affect life satisfaction by enhancing engagement and motivation (Lestari et al., 2021; Meunier et al., 2022; Rajak, 2014). High stress, however, can decrease productivity and motivation, potentially leading to burnout. Research also highlights the complex relationship between stress and burnout; excessive work stress increases the risk of burnout (Liu & Aunguroch, 2019; Soelton et al., 2020), while other studies report that work stress can negatively affect burnout levels (Fanani, 2020). Therefore, differentiating between work stress and burnout is crucial, as unmanaged stress may lead to depression and burnout (Koutsimani et al., 2019). This study aims to clarify the relationships among work stress, burnout, and life satisfaction, considering both positive and negative effects.

2. Theoretical framework and hypothesis

This research utilizes the Conservation of Resources (COR) Theory (Hobfoll, 2001; Shirom, 2001), which interprets stress by suggesting that people aim to gather and safeguard resources that hold personal significance, while also spending and replenishing resources to fulfill environmental requirements. According to COR theory, individuals seek to acquire, maintain, and protect valued resources, which encompass personal traits, situations, objects, and energies. Stress arises when these resources are endangered, lost, or when there is a failure to obtain resources after investing in them. Elevated job demands and stressors drain employees' resources, resulting in burnout. For example, emotional dissonance and work demands correlate directly with emotional exhaustion, which subsequently leads to depersonalization and burnout. When employees allocate resources without sufficient returns, it heightens stress levels and accelerates burnout. This is particularly evident in scenarios where high engagement without adequate recovery results in resource depletion and burnout. COR theory outlines loss spirals, where an initial loss of resources leads to additional losses, creating a cycle that deepens burnout. For instance, baseline burnout can forecast future burnout as job demands increase and job resources diminish (Buchwald & Hobfoll, 2004; Cheung & Tang, 2007; Hobfoll et al., 2018; Ten Brummelhuis et al., 2011).

Work stress and burnout

Burnout is an ongoing process triggered by a sustained, typically low-level, depletion of resources, resulting in a cycle of resource loss. The Conservation of Resources theory elucidates that burnout arises from the perceived or actual depletion of resources, impacting both work performance and the overall quality of care. Emotional dissonance and available work resources play a role in burnout among employees, with emotional dissonance showing a positive correlation with burnout and an inverse relationship with work resources (Buchwald & Hobfoll, 2004; Cheung & Tang, 2007; Prapanjaroensin et al., 2017). Work stress, as noted by Robbins (2017), is a multifaceted condition shaped by external, organizational, and individual factors, occurring when demands surpass an individual's capacity to cope. Haholongan (2018) further describes work stress as a condition in which various challenges impact cognitive processes and

emotional states, with typical symptoms including behavioral problems such as stuttering, dizziness, metabolic alterations, and heightened risk of heart disease, along with psychological symptoms like dissatisfaction with work conditions, role overload, irritability, and procrastination.

H1: Work stress has a significant effect on burnout.

Work stress and life satisfaction.

Life satisfaction is recognized as a vital aspect of personal well-being (Diener & Scollon, as cited in Hamdana & Alhamdu, 2015), and it is influenced by social support in the workplace (Kumar & Chaturvedi, 2018). Work-related stress can significantly undermine an employee's job satisfaction, which is a crucial indicator of overall life satisfaction. When people face high levels of stress in their work settings—stemming from elements like strict deadlines, overwhelming workloads, or insufficient support—they are likely to feel less fulfilled and invested in their positions. This reduction in job satisfaction can subsequently lead to decreased overall life satisfaction. As employees find it challenging to achieve happiness and contentment at work, their ability to enjoy personal lives, sustain relationships, and engage in activities outside of work may decline, creating a cycle that further diminishes their well-being. Therefore, addressing work-related stress is essential not only for enhancing job satisfaction but also for improving overall life satisfaction (Han et al., 2021; Zheng et al., 2010). Burnout refers to a state where individuals lose motivation and energy due to prolonged stress from workplace issues, insufficient pay, and lack of acknowledgment for their efforts (Hayati & Fitria, 2018). The hypotheses for this study are structured as follows:

H2: Work stress has a significant effect on life satisfaction.

Burnout and life satisfaction.

Burnout exerts a profound negative impact on overall life satisfaction, a phenomenon supported by numerous studies across various professions, including university students, social workers, correctional staff, and teachers. For instance, university students grappling with school-related burnout reported markedly diminished life satisfaction, a decline often tied to heightened feelings of loneliness and a pervasive fear of alienation from their peers. In the realm of social work, those facing elevated levels of burnout experience a corresponding drop in their sense of life fulfillment. Specific dimensions of burnout, such as emotional exhaustion and depersonalization, are particularly concerning because they are especially harmful to life satisfaction. In correctional facilities, staff members enduring significant emotional exhaustion, coupled with a waning sense of effectiveness in their roles, report a notable decrease in life satisfaction. Similarly, during the challenging circumstances of the COVID-19 pandemic, emotional exhaustion was identified as a critical predictor of lower life satisfaction among teachers, highlighting the far-reaching consequences of burnout in both personal and professional spheres (Hombrados-Mendieta & Cosano-Rivas, 2013; Padmanabhanunni & Pretorius, 2023).

H3: Burnout has a significant effect on life satisfaction.

H4: Burnout mediates the relationship between work stress and life satisfaction.

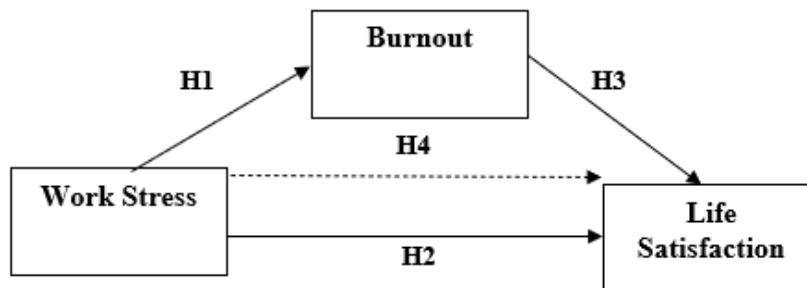


Figure 1. Conceptual Framework

Source: Research (2024)

3. Methods

Research design is a systematic framework used to guide all research activities. This includes the formulation of research objectives, the selection of data collection methods, the application of data analysis techniques, and the interpretation of research results. The research design serves as a blueprint or plan for data collection and analysis (Hendryadi et al., 2019). In this study, the variables include independent variables such as Work Stress, a mediating variable like Burnout, and the dependent variable, Life Satisfaction. The research method applied in this study is a survey method with a cross-sectional design, meaning that data were collected only once at a specific point in time from all determined samples.

Sample and procedures

Population refers to the broader group that the researcher intends to study, while a sample is a portion of the population selected using specific techniques for detailed analysis (Hendryadi, 2014; Hendryadi et al., 2019). In this study, the population consists of all employees working in the Jakarta area, with an unknown total number. The sample size follows Hair et al. (2020), which recommends a minimum of five times the number of indicators for SEM analysis. With 25 indicators, the minimum required sample size is 125 respondents. Based on the study's data, the demographic characteristics of the respondents are as follows. Regarding gender, 66% (82 respondents) are female and 34% (43 respondents) are male. In terms of educational background, 58% (73 respondents) completed Senior High School or Vocational High School (SMA/SMK), 11% (13 respondents) hold a Diploma 3 (D3), and 31% (39 respondents) hold a Strata 1 (S1) degree. Concerning length of service, 27% (34 respondents) have worked 0–6 months, 14% (17 respondents) 6–12 months, 28% (35 respondents) 1–2 years, and 31% (39 respondents) more than 3 years.

Measurement

All variables in the study were assessed using validated measurement scales that were developed in prior research to ensure reliability and consistency. Work stress was evaluated using the comprehensive scales established by Shukla and Srivastava (2016), which encompass various dimensions of stress experienced in workplace settings. Burnout levels were measured with the established metrics from Montero-Marín et al. (2011), which capture critical aspects such as emotional exhaustion and depersonalization. Lastly, life satisfaction was assessed using the scales developed by Post et al. (2012), which explore individuals' overall contentment and fulfillment in various life domains. This methodological approach enhances the accuracy of the findings by relying on well-founded instruments.

4. Results and discussion

Structural Equation Modeling (SEM) is a statistical method that integrates factor analysis, path analysis, and regression to examine complex relationships, including mediating effects. In this study, SEM was used to analyze the impact of work stress on life satisfaction with burnout as a mediator. Based on the goodness-of-fit test, three indicators (Chi-Square, SRMR, and RMSEA) showed poor fit, while five indicators (CFI, GFI, AGFI, TLI, and RNI) indicated a good fit, suggesting that the overall model is acceptable.

Table 1. Goodness of Fit Results

Goodness of Fit Index	Cut-off Value	Result
Chi-Square	> 0.05	< 0.05
SRMR	< 0.06	0.052
RMSEA	< 0.08	0.075
CFI	> 0.90	0.931
GFI	> 0.90	0.946
AGFI	> 0.90	0.928
TLI	> 0.90	0.923
RNI	> 0.90	0.931

Source: Jamovi 2.3.28 (2024)

Confirmatory factor analysis

Based on the results of the discriminant validity test using the HTMT approach, it is evident that none of the correlations between latent variables exceed the cut-off value of 0.95 (Hanseler, 2016; Hair et al., 2020). Specifically, the correlation between Work Stress (WS) and Life Satisfaction (LS) is 0.099, between WS and Burnout (BRN) is 0.700, and between LS and BRN is 0.174. These values are all below the threshold, indicating that each construct in the model is distinct from the others. Therefore, the discriminant validity of the research model has been successfully fulfilled.

Table 2. Discriminant validity

Variable	WS	LS	BRN
WS	1.000	0.099	0.700
LS	0.099	1.000	0.174
BRN	0.700	0.174	1.000

Source: Data processed (2024)

Table 3. Convergent validity

Variabel	Indikator	Loading Factor	Cronbach's Alpha	AVE	Decision
Work Stress	2	0.798	0.928	0.621	Reliable & Valid
	3	0.706			Valid
	4	0.840			Valid
	5	0.762			Valid
	6	0.756			Valid
	8	0.872			Valid
	9	0.730			Valid
	10	0.856			Valid
	1	0.864			Reliable & Valid
	2	0.903			Valid
Life Satisfaction	3	0.899	0.932	0.742	Valid
	4	0.766			Valid
	5	0.847			Valid
	1	0.748			Reliable & Valid
	2	0.760			Valid
Burnout	3	0.852	0.946	0.642	Valid
	4	0.799			Valid
	5	0.827			Valid
	6	0.835			Valid
	7	0.712			Valid
	8	0.843			Valid
	9	0.830			Valid
	10	0.779			Valid

Source: Data Processed, 2024

Table 3 presents the results of the reliability and convergent validity tests, including loading factor, Cronbach's Alpha, and Average Variance Extracted (AVE) for each indicator and variable. All indicators of Work Stress, Life Satisfaction, and Burnout show loading factor values above 0.7, which confirms that each indicator strongly represents its latent variable. The Cronbach's Alpha values for all variables exceed the threshold of 0.7 (WS = 0.928, LS = 0.932, BRN = 0.946), indicating that the variables are reliable. In addition, the AVE values for all variables are above 0.5 (WS = 0.621, LS = 0.742, BRN = 0.642), which demonstrates that the variables meet the

convergent validity criteria. Overall, these results show that all constructs in the model are both reliable and valid for further analysis.

Hypothesis testing

Hypothesis testing is conducted using P-values, where a hypothesis is accepted if $P < 0.05$. The results of hypothesis testing are presented in Table 3.

Table 4. Hypothesis Test Results

Relationship	Estimate	β	P-value
Work Stress → Burnout	0.585	0.684	0.001
Work Stress → Life Satisfaction	0.425	0.385	0.005
Burnout → Life Satisfaction	-0.542	-0.420	0.003
Work Stress → Burnout → Life Satisfaction	-0.317	-0.287	0.004

Source: Data Processed, 2024

The results of the hypothesis testing indicate several vital relationships between work stress, burnout, and life satisfaction. First, work stress positively and significantly affects burnout, with a beta value of 0.684 and a P-value of 0.001, showing that higher levels of work stress increase the likelihood of employee burnout. Second, work stress also positively and significantly affects life satisfaction, with a beta of 0.385 and a P-value of 0.005, suggesting that increased work stress can reduce employees' overall life satisfaction. Third, burnout negatively and significantly affects life satisfaction, with a beta of -0.420 and a P-value of 0.003, indicating that higher burnout levels are associated with lower life satisfaction. Finally, work stress significantly and negatively affects life satisfaction through burnout, with a beta of -0.287 and a P-value of 0.004. This demonstrates that burnout acts as a mediating factor in the relationship between work stress and reduced life satisfaction.

Discussion

The analysis results reveal a significant positive correlation between work stress and burnout, indicating that employees experiencing elevated levels of work-related stress are more prone to suffer from burnout syndrome. This finding corroborates earlier studies that established a substantial link between high work stress and burnout occurrences. Specifically, chronic pressures and demands in the workplace not only lead to physical and mental fatigue but also deplete an individual's energy reserves, thereby diminishing their capacity to confront challenges effectively. This prolonged state of stress ultimately culminates in burnout, characterized by feelings of overwhelming exhaustion and detachment from work (Buchwald & Hobfoll, 2004; Cheung & Tang, 2007; Prapanjaroensin et al., 2017).

Conversely, the results suggest a nuanced relationship between work stress and life satisfaction, revealing that moderate levels of work stress can act as a motivational catalyst. Contrary to previous studies (Han et al., 2021; Zheng et al., 2010), which predominantly reported negative repercussions, this research highlights that manageable stressors can inspire employees to cultivate new skills, navigate challenges, and achieve a heightened sense of accomplishment, thereby improving overall life satisfaction. This positive aspect of work stress

may stem from the inherent human drive to overcome adversity, leading to personal and professional growth. Additionally, the analysis underscores that burnout has a detrimental impact on life satisfaction, indicating that employees experiencing significant burnout are likely to report lower levels of satisfaction with their lives. These findings align with a body of research that has consistently drawn attention to the adverse relationship between burnout and overall life contentment. The emotional toll of burnout encompasses feelings of exhaustion, a perceived lack of personal achievement, and depersonalization, all of which substantially compromise an individual's quality of life.

Moreover, the results highlight a critical pathway through which work stress impacts life satisfaction: burnout acts as a mediating factor. The analysis indicates that increased levels of work stress indirectly diminish life satisfaction by amplifying burnout symptoms. This perspective diverges from previous research by emphasizing solely direct adverse effects. It illustrates a more complex interplay where high work stress precipitates heightened levels of burnout—marked by emotional exhaustion, depersonalization, and feelings of unfulfillment—which in turn leads to a reduction in life satisfaction. Essentially, the mechanism through which work stress affects life satisfaction is mediated by burnout, underscoring the importance of addressing both stress levels and burnout to enhance employee well-being and overall life satisfaction.

5. Conclusion

Based on the results of the analysis, several conclusions can be drawn. First, work stress positively affects burnout, meaning that higher levels of work stress lead to higher levels of burnout among employees. Second, work stress also positively affects life satisfaction, indicating that the work stress experienced by employees can serve as a motivating challenge in the workplace. Third, burnout hurts life satisfaction, showing that higher burnout levels reduce employees' overall life satisfaction. Finally, work stress indirectly influences life satisfaction through burnout, suggesting that excessive work stress can trigger burnout, which in turn negatively impacts employees' life satisfaction.

This study has several limitations. First, the sample size was limited, which means the findings cannot be generalized to all employees in Jakarta. Future research should expand the study area, increase the number of samples, and consider using different analysis techniques. Second, the study may not account for other factors that could influence the relationship between work stress, burnout, and life satisfaction, such as social support, work conditions, or personal factors like personality and coping mechanisms. Despite these limitations, this study suggests practical steps for companies. Stress and burnout not only affect employees' well-being but also reduce productivity and harm organizational performance. Companies are encouraged to invest in mental health initiatives such as counseling services, promote a balance between work and personal life, offer flexible working arrangements, and cultivate a supportive company culture to enhance employee satisfaction, motivation, and overall organizational success.

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