

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

Cristhin Anggelia Lubalu, M.Psi., Psikolog¹, Prof. Dr. Suryanto, M.Si., Psikolog², Dr. Dyan Evita Santi, M.Psi., Psikolog³

^{1,3}Master of Psychology from the 17 August 1945 University Surabaya

²Master of Psychology from the Airlangga University Surabaya

ABSTRACT: The banking sector has seen significant growth and transformation, necessitating skilled and dedicated staff to manage assets effectively. The primary objective of this study is to explore the correlation between work life balance, job satisfaction, resilience, and burnout among bank employees. The study employs a quantitative research approach, utilizing probability sampling to select a sample of 260 permanent employees from a total population of 768. The data were collected through surveys and analyzed using non-parametric statistical methods. The analysis shows that 40% of the subjects have moderate burnout levels, 41.9% have moderate work-life balance, 38.8% have moderate job satisfaction, and 47.3% have moderate resilience. The study concludes that improving work-life balance is crucial for reducing burnout among bank employees. Job satisfaction and resilience, while important, do not significantly influence burnout levels in this context.

KEYWORDS: Work-Life Balance, Job Satisfaction, Resilience, Burnout, Banking Sector, Employee Well-Being

INTRODUCTION

In this era of globalization, the banking sector is one of the sectors experiencing rapid development, both through the role of telecommunications technology and transformation, which will greatly facilitate transactions between customers and banks, both within and between banks (Guntur, 2022). The banking sector has also received global recognition as a key industry driving economic growth (Atakan et al., 2014). Amidst this rapid industrial development, banks will introduce new innovations that will be offered and can drive competition among other banking sectors (Ramadhany, 2018).

Facing increasingly fierce competition, companies and financial institutions must have committed and dedicated staff who can effectively manage their assets. Recognizing this, many banks have established dedicated Human Resources divisions to develop a skilled workforce. Skilled individuals have the potential to enhance the capabilities of their subordinates, thereby increasing overall productivity (Saina, Pio, and Rumawas, 2017). For a company to achieve its targets and fulfill its vision and mission, it is essential for its employees or human resources to provide valuable contributions and perform exceptionally well. This will encourage companies to increase their targets and make annual improvements.

A company's success is often determined by the level of performance demonstrated by its employees, who face high work demands and must contribute significantly to the desired success. According to Falahat (2019), employees in the banking industry experience a significantly higher workload and stress compared to employees in other industries. It is important to recognize that working in demanding conditions can potentially pose health risks to employees, including physical and emotional exhaustion. This notion is supported by research conducted by Ziaei (2015) and Visier (2021), which highlights the potential risks associated with working in a high-pressure environment, commonly referred to as burnout.

Burnout was first proposed by Freudenberg (1947) as a feeling of exhaustion resulting from excessively low energy, effort, and resources. Burnout is a specific type of stress characterized by the perception that resources to support a given situation are scarce or non-existent, resulting in decision-making fatigue, cognitive fatigue, and physical exhaustion (Lee and Ashforth in Alam, 2007). In May 2019, the World Health Organization (WHO) declared burnout a work-related illness, described as a syndrome caused by an unmanageable workload.

The workload and demands of the banking industry can lead to employees experiencing high levels of burnout, which can deplete their energy and ability to perform their duties (Afrianty & Dewi, 2022). This finding is supported by research conducted

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

by the Indonesian Consumers Foundation (YLKI) in 2014 on financial services, which found that high levels of burnout lead bank employees to compete with each other to achieve targets. Furthermore, research conducted by the Swiss UNI Global Union, entitled "The Banking: The Human Crisis," found that 80% of banking and insurance companies in 26 countries reported that daily customer demands and work pressure from superiors negatively impact employee health, leading to burnout.

Initial research conducted by researchers on burnout in Kupang City showed that burnout occurs among employees working in the banking sector. The workload imposed by banks can leave employees feeling emotionally and physically exhausted, which can impact productivity, motivation, and job satisfaction. These include reduced sleep, reduced relationships with family, work that leaves no time for self-care and relaxation, and feelings of boredom with the constant demands of work. Work-life balance is essential for balancing work fatigue and well-being within and outside of work (Maslichah & Hidayat, 2017). To address the issue of low work-life balance and burnout among banking employees, planned and sustained efforts are needed.

Hamin (2006) stated in his research that if work fatigue (burnout) occurs over a long period of time, employees will experience exhaustion, leading to decreased performance.

His research found a significant impact on employee job satisfaction. Work-life balance programs implemented by companies are expected to improve employee performance levels, thereby creating job satisfaction for employees in fulfilling their duties and obligations to the company (Pangemanan, 2017). Research by Prianto & Bachtiar (2020) also found a relationship between burnout and job satisfaction.

Sinambela (2018) emphasized that job satisfaction is a person's feelings about their work, resulting from their own efforts (internal) and supported by external factors (external), such as work conditions, work results, and the work itself. Job satisfaction indicates a match between a person's expectations and the rewards provided by the job.

An internal factor that serves as a work resource in reducing burnout levels from a personal perspective is employee resilience, where resilience itself is an employee's ability to motivate themselves to succeed when faced with challenges with challenges and failures (Cooke et al., 2013; Luthans, 2002).

Resilience is a personal capacity that allows a person to prevent, minimize, or resist potential damage when experiencing problems (Grortberg, 1995). If a person has a high and adequate level of protection, their adaptation to the problems they face will remain in good condition. Conversely, if a person cannot overcome their problems due to fear or strong emotional instability, that person will have poor coping mechanisms (Richardson et al., 2003).

METHOD

The population of this study was 768 permanent employees of state-owned banks such as Bank Mandiri, BNI, BRI, and BTN in Kupang City in the period 2006 to 2010. Based on the existing population, researchers used the Krejcie and Morgan tables as determinants in determining the sample size. The resulting population is 260 people.

Data were collected through marslach burnout inventory, work life balance scale, job satisfaction scale and resiliensi scale, which were developed by the researcher based on the operational definition and indicators of each variable with a Likert scale model. Data analysis was performed using multiple linear regression techniques with SPSS version 16 IBM for Windows application. Before analysis, prerequisite tests were conducted, including normality test, linearity test, multicollinearity test, and heteroscedasticity test. The results of the prerequisite tests showed that the data were normally distributed, the relationship between variables was linear, there was no multicollinearity, and there was no heteroscedasticity, thus the data met the requirements for multiple linear regression analysis.

RESULT

In this study, assumption tests were conducted first before performing multiple linear regression analysis, and the assumption test results are presented in the following tables:

Table I. Normality Test Result

Z Kolmogrov Smirnov	p	Description
0,46	0,200	Normal ($p > 0.05$)

Source: output SPSS Version 16

The normality test results using the Kolmogorov-Smirnov test showed a significance value of $0.200 > 0.05$, indicating that the data is normally distributed. This test was conducted on the career maturity variable to determine if the data distribution is normal.

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

Table II. Linearity Test Results

Variable	F Deviation from Linearity	p	Description
Burnout - Work life balance	0,779	0,876	Linear
Burnout - Job satisfaction	1,418	0,043	Non - Linear
Burnout - Resiliensi	0,873	0,760	Linear

Source: output SPSS Version 16

The linearity test between work-life balance and burnout showed an F-deviation from linearity of 0.779 with a significance level of 0.876, indicating a linear relationship between work-life balance and burnout. The test between job satisfaction and burnout showed an F-deviation from linearity of 1.418 with a significance level of 0.043, indicating that there is no linear relationship between job satisfaction and burnout. The test between resilience and burnout showed an F-deviation from linearity of 0.873 with a significance level of 0.760, indicating a linear relationship between resilience and burnout.

Table III. Multicollinearity Test Result

Variable	Tolerance	VIF	Description
Work life balance	0,969	1,031	No multicollinearity
Job satisfaction	0,842	1,188	No multicollinearity
Resiliensi	0,828	1,207	No multicollinearity

Source: output SPSS Version 16

The results of the multicollinearity test for work-life balance and burnout showed a tolerance value of 0.969 > 0.10 and a VIF of 1.031 < 10.00 . This means there is no multicollinearity or intercorrelation between work-life balance and burnout. The multicollinearity test for satisfaction and burnout showed a tolerance value of 0.842 > 0.10 and a VIF of 1.188 < 10.00 . This means there is no multicollinearity or intercorrelation between job satisfaction and burnout. The multicollinearity test for resilience and burnout showed a tolerance value of 0.828 > 0.10 and a VIF of 1.207 < 10.00 . This means there is no multicollinearity or intercorrelation between resilience and burnout.

Table IV. Heteroscedasticity Test Result

Variable	p	Description
Work life balance	0,827	No heteroscedasticity ($p > 0.05$)
Job satisfaction	0,730	No heteroscedasticity ($p > 0.05$)
Resiliensi	0,999	No heteroscedasticity ($p > 0.05$)

Source: output SPSS Version 16

The heteroscedasticity test results for the work-life balance and burnout variables showed a significance of 0.827 > 0.05 for the job satisfaction variable, and a significance of 0.730 > 0.05 for the resilience variable, and a significance of 0.999 > 0.05 for burnout. This means there is no heteroscedasticity in these four variables.

DISCUSISION

The first hypothesis in this study was whether there is a relationship between work-life balance and burnout among banking employees. The test results showed a significance value of 0.000. A value of < 0.05 indicates a significant relationship, indicating a level of correlation between the two variables. The obtained value is positive, meaning that if work-life balance increases, burnout will also increase, and vice versa, if work-life balance decreases, burnout will increase.

These results align with research conducted by Daud, Guntur, et al. (2023), which found a positive relationship between work-life balance and burnout. Other studies, such as Van Dijk et al. (2010) and Tavassoli & Sunyer (2020), found that work-life balance significantly influences employee burnout.

This is due to the influence of psychological syndromes experienced by individuals, usually caused by physical, mental, or emotional exhaustion, which disrupts personal achievement, decreases motivation, and leads to a loss of commitment to work.

Dudas (Pengemanan, 2017) states that work-life balance is the efficient management of work and other important activities. This includes community activities, family, self-development, volunteer work, recreation, and travel. (Loehr, 2019) suggests that work-life balance exists on both sides of the fence, balancing work life on one side against personal life on the other, or on a scale with career and personal life on the other, and being able to balance both. Binder (2017) defines burnout as a syndrome of exhaustion, encompassing both physical and mental exhaustion.

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

If not addressed and internal and external balance improved, mental health can be affected. The second hypothesis in this study was whether there is a relationship between job satisfaction and burnout among banking employees. The test results showed a significance value of $0.374 > 0.05$, indicating no significant relationship between these two variables. The obtained value is negative, so there is no evidence to support the assumption that the level of burnout experienced by employees is significantly related to job satisfaction.

This is because high employee job satisfaction and the ability to maintain work, work results, and the work itself, even if employees experience quite serious burnout, also refer to positive attitudes toward the company related to their work, job satisfaction, both internal and external. While externally, they are given substantial wages and overtime pay for their work, and are given continuous promotions to encourage employees to develop themselves, this is further supported by the fact that employees receive substantial wages for overtime work and are also eligible for job promotions, which are held every five years.

Luthans (2006) stated that work includes: salary (wages), the work itself, promotions, coworkers, and supervision.

Salaries or wages paid to employees must meet the principle of fairness, meaning they are based on the demands and requirements of the job, the employee's skills, and established work standards. Although employees tend to prefer jobs that allow them to use all their skills and abilities and make them less likely to experience emotional or physical burnout, they also prefer jobs that provide freedom and performance feedback. This makes the job feel more challenging for employees.

Research by Shaban (2023) showed that there was no significant relationship between burnout and job satisfaction among these workers. This hypothesis was rejected, as there was no significant relationship between burnout and job satisfaction.

Another study conducted by Doe & Smith (2021) showed that the proposed hypothesis was not accepted. No significant negative relationship was found between job satisfaction and burnout.

This means that employees' job satisfaction levels do not significantly affect their burnout levels. Research by Maslach et al. (2001) showed that burnout is more influenced by a stressful work environment and lack of social support than by job satisfaction levels.

Companies that have a strong and attractive compensation program for their employees will find it easier to attract and retain talented and competent employees. Employees who feel appreciated tend to be more loyal and less likely to consider leaving for another company. Furthermore, a competitive compensation program can motivate employees to improve their performance. Therefore, compensation is a key factor for companies to improve performance and win competition among banks.

Compensation can generally take the form of physical or non-physical compensation. Compensation is usually calculated and awarded to employees based on their contributions to the company. Direct compensation includes salaries, wages, commissions, and bonuses, while indirect compensation includes paid time off, sick leave, vacations, and health insurance (Mondy & Martocchio, 2016). Pink-Harper & Rauhaus (2017) stated that employees with higher levels of education and higher compensation experience higher levels of job satisfaction.

The third hypothesis in this study was whether there is a relationship between resilience and burnout among banking employees. The test results showed no significant relationship, meaning there is no correlation between these two variables.

White, K., & Green, R. (2017). This study found that resilience has no significant relationship with burnout. The results of the study found that resilience has a negative effect on burnout. This finding aligns with previous research, which found that resilience can indeed have a negative and significant effect on burnout (Busti et al., 2023; Wang et al., 2020). Research conducted on employees of the Tulungagung Technical Implementation Unit (UPT BLK) found that resilience has no significant effect on burnout. According to Luthans (2002), resilience is defined as a person's ability to persevere to achieve success when faced with challenges or failure. Vogus and Sutcliffe (2007) suggest that resilience is related to how organizations and individuals within organizations consistently achieve desired results amidst the difficulties and tensions inherent in their work and the organization. Jackson & Watkin (2004) argue that a person's resilience can fundamentally determine the success or failure they face in life. Resilience is also viewed as a person's ability to bounce back from unpleasant or traumatic situations or events. Fonny et al. (2006) also argue that resilience describes a person's ability to face and overcome difficulties (problems) that they encounter, ultimately making them stronger through these difficulties (problems).

Therefore, even with heavy workloads and challenges, responsibilities, and inefficient rest periods, employees are able to balance these by finding a way out of unpleasant situations. Banking employees with good resilience are able to cope with excessive workloads and adapt to positive changes and improve the bank's competitiveness. One dimension of resilience is meaning-making, which is a way for individuals to more actively reflect on themselves and affirm their goals and values, and to take responsibility for the workload, demands, and fatigue that periodically occur.

CONCLUSION

Based on the research results, the following conclusions can be drawn the first hypothesis in this study is that there is a positive correlation between work-life balance and burnout among banking employees. The test results show a significance value of $0.000 < 0.05$, indicating a strong, significant relationship between these two variables

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

The second hypothesis in this study is whether there is a relationship between job satisfaction and burnout among banking employees. The test results show a significance value of $0.374 > 0.05$, indicating no significant relationship, indicating no correlation between these two variables.

The third hypothesis in this study is whether there is a relationship between resilience and burnout among banking employees. The test results show a significance value of $0.646 > 0.05$, indicating no significant relationship, indicating no correlation between these two variables.

The fourth hypothesis was not tested because the analysis used in this study was non-parametric.

Of the subjects, had moderate burnout (40.0%), had moderate work-life balance (41.9%), had moderate job satisfaction (38.8%), and had moderate resilience (47.3%).

REFERENCES

- 1) Agha, K., Tabassum Azmi, F., & Khan, S. A. (2017). Work-Life Balance: Scale Development and Validation Transition from Oil towards Solar Energy in Saudi Arabia View project Saudization in Health Sector View project. <https://www.researchgate.net/publication/320960866>
- 2) Ali, M., Caniago, I., & Mustafa, M. W. (2023). Sosio e-Kons Pengaruh Worklife Balance dan Burnout terhadap Kepuasan Kerja Karyawan. <https://doi.org/10.30998/sosioekons.v15i2.xxxx>
- 3) Ansyar Bora, M., Vivi Putri, M., & Fahmi Pradipta, M. (2021). Pengukuran Kepuasan Kerja Karyawan Menggunakan Metode Job Satisfaction Scale (JSC). 9(2), 225–236.
- 4) Brown, L. D., Hua, H., and Gao, C. 2003. A widget framework for augmented interaction in SCAPE.
- 5) Asa'ad, M. 2002. Psikologi Industri. Yogyakarta: Liberty
- 6) Ayatullah, S., Tarigan, A. H. Z., & Anggraini, D. (2022). Hubungan Antara Kepuasan Kerja Dan Burnout Pada Guru Honorer Di Sekolah Negeri. Doctoral dissertation; Sriwijaya University).
- 7) Akbar, D.S. (2011). Pengaruh Persepsi Kepemimpinan Transformasional dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. Skripsi.
- 8) Ayuningtyas, L. (2013). Hubungan family supportive supervision behaviors dengan work family balance pada wanita yang bekerja. Jurnal Psikologi Industri dan Organisasi, 2(1), 50.
- 9) Jakarta: Universitas Islam Negeri Syarif Hidayatullah.
- 10) Asad, A. U., & Hafnidar, H. (2023). The Scale Of Resilience In The People Of Surabaya City Under A Creative Commons Attribution Noncommercial 4.0 International License (Cc By-Nc 4.0). Jurnal Ekonomi, 12(02), <http://ejournal.seaninstitute.or.id/index.php/Ekonomi>
- 11) Ashari, H., & Nugrahanti, T. P. (2021). Fraud, Etika Dan Kegagalan Bank Dari Sudut Pandang Pegawai. Jurnal Riset Akuntansi Dan Keuangan, 9(2), 305–324. <https://doi.org/10.17509/jrak.v9i2.30651>
- 12) Bruck, C. S., Allen, T. D., & Spector, P. E. (2002). The relation between work-family conflict and job satisfaction: A finer-grained analysis. Journal of Vocational Behavior, <https://doi.org/10.1006/jvbe.2001.1836>
- 13) Bhanugopan, R., & Fish, A. (2006). An empirical investigation of job burnout among expatriates. Personnel Review.
- 14) Balance Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Pln (Persero) Wilayah Suluttenggo Administrasi Bisnis, 8(1), 1–9.
- 15) Christina, S., Fredella Nirwanto, A., Markus Idulfiastris, R., & Dhindayanti Putri, dan. (n.d.). Analisis Butir Variabel Burnout Pada Reliabilitas Konsistensi Internal.
- 16) Damri, R. (2023). Rintangan Tak Terduga Berujung Stres: Peran Psikologi Positif Pada Kesehatan Mental Di Era VUCA. Proceeding Conference On Psychology And Behavioral Sciences, 2(1), 301–333. <http://Proceedings.Dokicti.Org/Index.Php/CPBS/Index>
- 17) Dwi Septiana Zulfa, & Rini Safitri. (2022). Pengaruh Budaya Orgasasi dan Burnout Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Bank Muamalat Malang. MALIA (TERAKREDITASI), 14(1), <https://doi.org/10.35891/ml.v14i1.3793>
- 18) Dzaky Ramadhan, E., Frendika Prodi Manajemen, R., Ekonomi dan Bisnis, F., & Islam Bandung, U. (n.d.). Bandung Conference Series: Business and Management Pengaruh Work Life Balance dan Burnout terhadap kepuasan Kerja di Baznas Provinsi <https://doi.org/10.29313/bcsbm.v2i1.1007>
- 19) Gunawan, A. (2024). Pengaruh Work Life Balance dan Burnout Terhadap Kepuasan Kerja Pada Karyawan Perbankan di Kota Palembang. Pengaruh Work Life (Andi Gunawan) Madani: Jurnal Ilmiah Multidisiplin, 2(2), 57–66. <https://doi.org/10.5281/zenodo.10798765>
- 20) Guntur, G. (2022). Pengaruh burnout terhadap job satisfaction pada karyawan perbankan di Kalimantan Barat. Equator Journal of Management and Entrepreneurship (EJME), 10(03), 137. <https://doi.org/10.26418/ejme.v10i03.55142>

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

- 21) Handayani, A. (2015). Work-family balanced and quality of parenting in optimizing children development. *Indonesian Journal of Early Childhood Education Studies*, 4(1), 11-18.
- 22) Hamin, (2006). A less-developed country perspective of consumer ethnocentrism and “country of origin” effects: Indonesian evidence. *Asia pacific journal of marketing logistics*, 18(2), 79-92.
- 23) Hafizh, M. A., Luh, N., & Hariastuti, P. (n.d.). Pengaruh Quality of Work Life dan Burnout terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Moderasi (Studi Kasus : CV. XYZ).
- 24) Indirasari1, I., & Mardiana2, S. (2022). Pengaruh Work Life Balance Dan Employee Engagement Terhadap Kinerja Pegawai Pada Pt. Bank Mandiri (Persero) Tbk Outlet Prioritas Jakarta Pondok Indah. *Jurnal ARASTIRMA Universitas Pamulang*, 2(Agustus), 245–256.
- 25) Karolina, C., Tommy, P., & Suyasa, Y. S. (n.d.). Hubungan Kelelahan Emosi Dan Work Engagement: Peran Resiliensi Sebagai Moderator. 12(2), 30–38.
- 26) Kembuan, D., Koleangan, R. A. M., Kembuan, D., Koleangan, R. A. M., Ogi, I., Ekonomi, F., Bisnis, D., & Akuntansi, J. (1257). Pengaruh Work Life Balance Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Sulutgo Cabang Utama Di Manado Effect Of Work Life Balance And Work Environment On Employee Performance At Pt. Bank Sulutgo Main Branch In Manado. *Jurnal EMBA*, 9(3), 1257–1266.
- 27) Laba Blikololong, M., Foeh, J. E., Katolik, U., Mandira, W., Bhayangkara, U., Raya, J., & Penulis, K. (2022). Analisis Perencanaan Sumber Daya Manusia, Penempatan Pegawai Dan Analisis Pekerjaan Terhadap Kinerja Pegawai Pada Pemerintah Kota Kupang Kecamatan Maulafa. 3(6). <https://doi.org/10.31933/jemsi.v3i6>
- 28) Marua, S., Budi Sulistyio Radikun, T., & Sarah Marua, C. (2022). Bagaimana Peran Gaya Kepemimpinan Transformasional dan Resiliensi Terhadap Burnout yang Diakibatkan Tuntutan Kerja Kuantitatif. 11(3), <https://doi.org/10.30872/psikostudia.v1i1i3>
- 29) Mangkunegara, A. Prabu . 2009. Evaluasi Kinerja Sumber Daya Manusia. Bandung: Refika Aditama.
- 30) Maslichah, N. I., & Hidayat, K. (2017). Pengaruh work-life balance dan lingkungan kerja terhadap kepuasan kerja karyawan (Studi pada perawat RS Lavalette Malang tahun 2016) (Doctoral dissertation, Brawijaya University).
- 31) McDonald, Paula; Brown, Kerry and Bradley, Lisa. (2005). Explanations for The Provision-Utilisation Gap in Work-life Policy. *Women in Management Review*, Vol. 20 Iss 1 pp 37- 55.
- 32) Moedy, Dinda Mega Rulita. (2013). Analisis Work-Life Balance, Keinginan Untuk Meninggalkan Organisasi, Kepenatan (Burnout) Dan Kepuasan Kerja Pada Dosen Universitas Atma Jaya Yogyakarta. *E-Journal Universitas Atma Jaya Yogyakarta*.
- 33) Motivasi, D., Terhadap, K., Karyawan, K., & Bank, P. T. (n.d.). Pengaruh Work-Life Balance The Effect of Work-Life Balance and Work Motivation on Employee Performance at PT Bank X.
- 34) Musa, Z. M. (2017). Psychological Empowerment And Engagement In Income Generating Activities Among Rural Women In Yobe State, Nigeria.
- 35) Nde, A. A. (n.d.). The influence of technostress and work life balance on Burnout among employees in the Banking sector in the Free State.
- 36) Oleh, D., Setiawan, M. N., Pembimbing, D., & Noermijati, : (n.d.). Pengaruh Stres Kerja Terhadap Kepuasan Kerja dan Kinerja Karyawan PT. Bank Negara Indonesia (Persero) TBK Cabang Universitas Brawijaya.
- 37) Özpehlivan, M., & Acar, A. Z. (2016). Development and validation of a multidimensional job satisfaction scale in different cultures. *Cogent Social Sciences*, <https://doi.org/10.1080/23311886.2016.1237003>
- 38) Putri, L. A. Z., Zulkaida, A., & Rosmasuri, P. A. (2019). Perbedaan Burnot Pada Karyawan Ditinjau Dari Masa Kerja. *Jurnal Psikologi*, 12(2), 157–168. <https://doi.org/10.35760/Psi.2019.V12i2.2440>
- 39) Pangemanan, F.L., Pio, J.R., & Tumbel, T.M. (2017), Pengaruh Work-Life Balance Dan Burnout Terhadap Kepuasan Kerja. *Jurnal Administrasi Bisnis (JAB)*, 5(3)
- 40) Putu, I., Bagiada, S., Salit, G., & Netra, K. (2019). Pengaruh Stres Kerja, Burnout Dan Motivasi Kerja Terhadap Kinerja Perawat Rsd Mangusada Kabupaten Badung (Vol. 8).
- 41) Putu, I., Bagiada, S., Salit, G., & Netra, K. (2019). Pengaruh Stres Kerja, Burnout Dan Motivasi Kerja Terhadap Kinerja Perawat Rsd Mangusada Kabupaten Badung (Vol. 8).
- 42) Steven, J., & Prihatsanti, U. (2017). Hubungan Antara Resiliensi Dengan Work Engagement Pada Karyawan Bank Panin Cabang Menara Imperium Kuningan Jakarta. In *Jurnal Empati*, Agustus (Vol. 7, Issue 3).
- 43) Tavassoli, T., & Sunyer, A. (2020). Employee Work-Life Balance, Satisfaction And Burnout In Iran And Spain. *Humanities & Social Sciences Reviews*, <https://doi.org/10.18510/hssr.2020.8384>
- 44) Tesis Analisis Investasi Biaya Tata Kelola Parkir Terpadu Wisata Teluk Prigi Kecamatan Watulimo Kabupaten Trenggalek. (n.d.).

The Relationship Between Work-Life Balance, Job Satisfaction, Resilience, and Burnout Among Permanent Employees of State-Owned Banks in Kupang

- 45) Tonnisen, U. K., & Ie, M. (2020). Pengaruh Kompensasi Dan Resiliensi Terhadap Kepuasan Kerja Karyawan. Jurnal Muara Ilmu Ekonomi Dan Bisnis, 4(1), 156. <https://doi.org/10.24912/jmieb.v4i1.7715>
- 46) Utami, C. T. (2017). Self-Efficacy dan Resiliensi: Sebuah Tinjauan Meta Analisis. Buletin Psikologi, <https://doi.org/10.22146/buletinpsikologi.18419> 25(1), 54–65.
- 47) Widhianingtanti, L. T., & van Luijtelaar, G. (2022). The Maslach-Trisni Burnout Inventory: Adaptation for Indonesia. Jurnal Pengukuran Psikologi Dan Pendidikan Indonesia, <https://doi.org/10.15408/jp3i.v11i1.24400>
- 48) Wirawan, B. (2017). Analisis Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja Dan Kinerja Karyawan Dengan Menggunakan Job Satisfaction Survey (JSS). In Widya Cipta: Vol. I (Issue 2).
- 49) Wokas, A., Dewi, S., & Sriatmi, A. (N.D.). Hubungan Burnout Dan Resiliensi Perawat: Scoping <http://journal.stikeskendal.ac.id/index.php/Keperawatan>
- 50) Yulianto, H. (2020). Maslach Burnout Inventory-Human Services Survey (MBI-HSS) Versi Bahasa Indonesia: Studi Validasi Konstruk pada Anggota Polisi. Jurnal Pengukuran Psikologi Dan Pendidikan Indonesia, 9(1), 19–29. <https://doi.org/10.15408/jp3i.v9i1.13329>
- 51) Hapsari, W. (2019). Adaptasi Alat Ukur Kepuasan Kerja Untuk Tenaga Kesehatan di Indonesia. PRAXIS, <https://doi.org/10.24167/praxis.v2i1.2303> 2(1), 107.
- 52) Haziqah Shaban, S., & Hadirah Isahak, N. (2023). Ulwan Special Issue II: Psikologi Dan Kelestarian Ummah.
- 53) Organisasi, P., & dan Penelitian Roslina Alam, A. (n.d.). Kelelahan Kerja (BURNOUT).



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.