

Work-life Balance and Burnout on Employee: A Systematic Literature Review and Bibliometric Analysis

Basuni¹, Sopiah²

Faculty of Economics and Business, Universitas Negeri Malang
E-mail: basuni.2304138@students.um.ac.id, sopiah.fe@um.ac.id

ABSTRACT

The purpose of this literature review was to compile relevant findings from different studies and to investigate the factors that contribute to work life balance and burnout. The method used in this research is the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) and Bibliometric analysis using Vos Viewer. Data sources obtained from Scopus for the period 2013-2023. The results of 46 journals were obtained and then data reduction with inclusion and exclusion criteria obtained 6 journals to be reviewed. The results showed an increasing trend of research on work-life balance and burnout and found several topics/keywords that can be used as the basis for further research

Keywords:

Work life
Balance,
Burnout,
Bibliometrics

INTRODUCTION

The importance of human resources as a resource that must be used to its full potential in order for the business to meet its established objectives (Lutfiansyah et al., 2019). The capacity of workers and HR's function both affect the company's ability to meet set objectives. Employees are the most valuable resource in attaining an organization's objectives, and their ability to work well plays a significant role in carrying out the operations of the business. Thus, having top-notch human resources is one of the company's needs. But in the context of expectations for corporate efficiency, profits, and competition, they overlook the fact that the company's people resources are living, breathing individuals who nevertheless wish to enjoy every element of their lives.

Hardimansyah (2015) When they are unable to work correctly, it will have an impact on how well they perform as employees. Employee performance, motivation, and excitement will all suffer if there is an unbalanced relationship between work and personal life. When it affects the productivity of employees (Aoerora & Marpaung, 2020)

Munandar (2014) in (Aoerora & Marpaung, 2020) The social, physical, mental, emotional, and spiritual dimensions of work-life balance are all present, in addition to the family and office dimensions. Similar studies on the effects of work stress on well-being, work-life balance, and work-family conflict have also been carried out (Bell et al., 2012) The findings show how work-related stress impacts employees' ability to live contentedly, deal with family issues, and maintain a work-life balance.

On the other hand, workers who are content with their jobs and don't experience work-related stress are better equipped to manage their personal life. Concerned employees experience feelings of terror and fixation, low morale, little drive to work, and a higher likelihood of issues and mishaps at work. They may also experience long-

term consequences from illnesses linked to occupational stress. A job stressor is an elevated level of stress that arises from the perception of high expectations placed on employees by their jobs. Munandar (2014) in (Aoerora & Marpaung, 2020). It is believed that burnout at work has an impact on both an employee's productivity and engagement with the organization (Supriadi & Aulia, 2023). Consequently, organizations should improve the quality of work life for employees or pay greater attention to employee life in order to prevent burnout as a job requirement (Supriadi & Arieftiara, 2022)

To improve worker job happiness, the organization runs a program called the Work-Life Balance Program. (Pangemanan et al., 2017), is a successful way to balance work and other responsibilities for the fact that work-life balance is an effective strategy for juggling work and obligations to one's family, community, and career, including personal growth, travel, and leisure. Work-life balance and employee job satisfaction can both be impacted by burnout. Binder (2017) describes burnout as a condition of both physical and mental fatigue. When a worker experiences burnout, it is a result of ongoing exhaustion, monotony, and depression. Workers who feel emotionally and physically worn out as well as have lower levels of personal satisfaction are not as content with their jobs. (Fath et al., 2023).

A balance between work, play, family, and religion is known as work-life balance. Reducing stress between work and employee life requires a considerable modification of one's job and objectives. (Sturges & Guest, 2004) define work-life balance as the ability of an individual to balance their responsibilities towards their family, their job, and other activities like socializing. Bernardin in Rosyid (1996) defines burnout as a state that mirrors the emotional reaction of people who are involved in the community or who work in the humanitarian sector (human services). Burnout usually presents as persistent exhaustion on the physical, mental, and emotional levels. It is not always simple to handle the issue due to its psychobiological nature (the psychological load transfers to physical appearance, for example, effectively obscuring the eyes, difficulty concentrating, and tolerable pain) and generally cumulative nature (Fath et al., 2023).

One way to gauge how content or unsatisfied people are with their jobs generally is to look at job satisfaction globally. The second strategy, known as the "facet approach," divides job satisfaction into elements or facets that serve as the foundation for determining what has to be improved in order to raise employee satisfaction. The aim of this study is to assemble the body of knowledge regarding the factors that influence employee satisfaction. The study's references and information should assist Indonesia's multinational paper makers in providing a better working environment for its staff.

METHOD

Journals were obtained from the Scopus data base. The keywords used are work-life balance and burnout. The results obtained were 200 journals. Then the journal was downloaded in RIS (Research Information System) format. The RIS format is entered into the Mendeley Reference Manager application. After being entered into the application, the RIS format of each journal was converted (export) into one RIS format for the entire journal. The next step, the RIS of the entire journal is entered into the Vosviewer Software to produce a graphical representation of the Bibliometric map.

Furthermore, literature analysis was carried out using the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). Where 200 journals were obtained then by filtering the journal publication year from 2013 to 2023, 46 journals were obtained. Of the 46 journals, 19 were accessible while the relevant journals were 6 journals as shown in the following prism diagram:

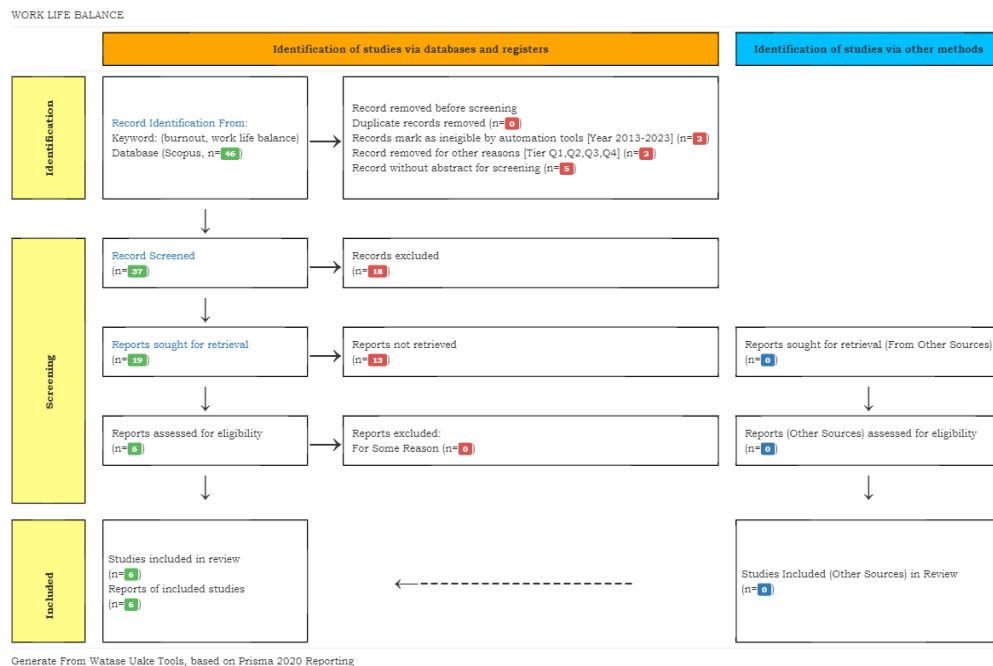


Figure 1. Result Prisma
Source: Wastase Prisma Scouping 2023

RESULT AND DISCUSSION

Bibliometric Analysis

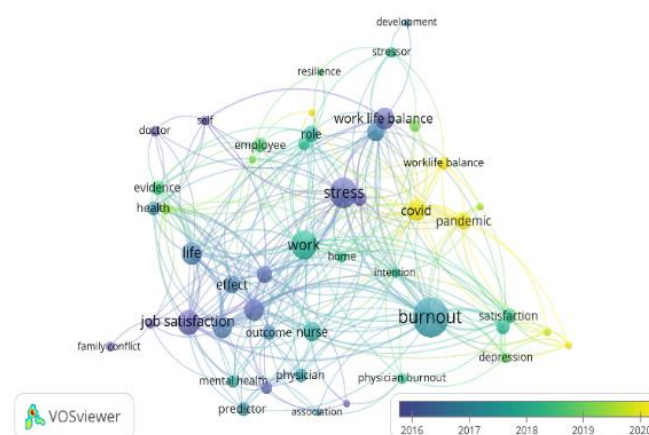


Figure 1. Vos viewer Overlay Visualization

This image presents a more comprehensive view of the concept map focused on work life balance and employee retention. The complexity of the network has increased with numerous terms interconnected by lines, which likely represent the relationships between these concepts. At the heart of the map is "burnout" a central

node with many connections, implying its significance in the context of work life balance. Surrounding this node are related terms such as "employee," "job satisfaction," "job stress," and "role," suggesting that these factors are directly influenced by, or contribute to, work life balance and burnout. The map also includes a temporal element, as indicated by a timeline ranging from 2019 to 2020 at the bottom, which may point to the evolution of these factors over time or highlight a particular period of study, possibly in response to the "pandemic" noted in the upper right of the map.

The size of the nodes may correlate to the significance or volume of information pertaining to each term, and the different hues and thicknesses of the connecting lines may indicate different kinds or intensities of links. All things considered, the picture provides a visual assessment of the major variables affecting burnout and work-life balance, possibly within a particular sector and time period, and it draws attention to the complex web of connections that scholars and organizational executives need to take into account when tackling these problems.

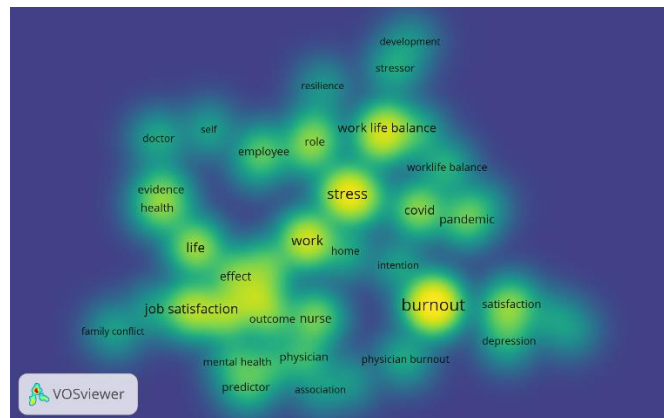


Figure 2. Density Visualization From Vos Viewer

Central to this map is "work life balance," highlighted and surrounded by related concepts such as "burnout," "job stress," and "job satisfaction." These terms are brightly illuminated, suggesting their core importance in the subject being visualized. This could imply that in the context of this analysis, work life balance is a pivotal factor with strong connections to other concepts. Surrounding this core are terms like "employee," "role," and "resistance," which are also highlighted but with slightly less intensity, suggesting they are important but perhaps secondary or consequential to the central idea of work life balance.

The background's gradation from green to blue can stand for a progression or scale related to time, significance, or relevance. These kinds of graphic aids can be used to quickly communicate which map features are most important or which connections are strongest. Regarding the outcomes or ramifications, it appears that this graphic aid is conveying the idea that work-life balance is closely related to many different aspects, and that knowing these relationships can improve employee retention and the general well-being of the company. The emphasis on empirical research implies that the conclusions or recommendations drawn from this map are supported by data, which may be helpful for policymakers or decision-makers in businesses who are trying to improve workplace dynamics.

Analysis Literature

The image you have provided depicts a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram. This type of diagram is commonly used to report the flow of information through the different phases of a systematic review. It maps out the number of records identified, included, and excluded, and the reasons for exclusions.

The results of this PRISMA flow chart indicate that after a comprehensive search and screening process, 6 studies were deemed eligible and included in the final review. This systematic approach ensures that the review is thorough and that the final included studies are relevant to the research question, which in this context is about understanding work life balance and burnout

Table 1. Result from Souping article from Wataseuake.com

No	Authors	Year	Title	Journal	Citation
1	Neumann et al.	2018	Burnout, Moral Distress, Work-Life Balance, and Career Satisfaction among Hematopoietic Cell Transplantation Professionals	Biology of Blood and Marrow Transplantation	93
2	Ninaus et al.	2021	Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance	Journal of Business Research	31
3	Haar and Harris	2021	A moderated mediation study of high performance work systems and insomnia on New Zealand employees job burnout mediating and work-life balance moderating	The International Journal of Human Resource Management	9
4	Kelly et al.	2020	Job Stress, Burnout, Work-Life Balance, Well-Being, and Job Satisfaction Among Pathology Residents and Fellows	American Journal of Clinical Pathology	30
5	Stanley and Sebastine	2023	Work-life balance, social support, and burnout A quantitative study of social workers	Journal of Social Work	0
6	Boamah et al.	2022	Striking a Balance between Work and Play The Effects of Work-Life Interference and Burnout on Faculty Turnover Intentions and Career Satisfaction	International Journal of Environmental Research and Public Health	20

In table 1, with the highest number of findings reaching 93 references from (Neumann et al., 2018). his study makes a substantial contribution to the cross-sectional illustration of moral distress and burnout among various HCT healthcare workers. All HCT professional groups exhibited moral anguish and burnout, although

there were significant differences in both the prevalence and degree of these problems within and across groups. Within the professional subgroups, the study's data may be utilized to identify specific causes of burnout and moral anguish. These findings should be utilized by HCT leadership to develop interventions that lessen work-related distress and, consequently, support the recruitment and retention of HCT providers, as the establishment of healthy work environments is becoming more and more important in order to improve quality treatment and lower costs. In order to support a productive and healthy workforce, more research should focus on how to make these experiences right, offer tools to lessen their effects, and figure out how to create work settings where professional and personal boundaries are clearly defined.

The second conclusion included 31 quotes from a study conducted by (Ninaus et al., 2021), The findings indicate that employees view ICTs more as resources than as requirements. ICT resources, on the other hand, had little (before COVID-19) or very little (during COVID-19) positive effect on burnout and work-family balance, whereas ICT demands had a significant negative influence. Work-family balance appears to lessen the detrimental impacts of ICT demands on burnout, according to mediation analyses. Increased burnout lowers one's feeling of job satisfaction. Answers from qualitative surveys open up other possibilities for enhancing ICT use at work. Overall, the results point to the necessity for businesses and staff to prioritize ICT demands over ICT resource management.

The third most cited discovery is an article titled " Job Stress, Burnout, Work-Life Balance, Well-Being, and Job Satisfaction Among Pathology Residents and Fellows," which has 30 citations (Kelly, 2020). The findings indicate that burnout and job stress were common, with over one-third of the respondents saying they were burnt out right now. Academic difficulties were reported by the respondents, who were mostly residents. Problems with work-life balance and emotional health also ranked higher among the concerns. When asked to rank their work-life balance, most respondents said it was either fair or poor. Workload was the main factor among those affecting work-life balance and causing stress and burnout at work.

A current and pertinent collection of literature on job satisfaction and job stress is shown by the other items on the right side of the image, the most of which are from 2023. These studies are related to job satisfaction and job stress. Together, the document entries offer insights into factors influencing work-life balance burnout in a variety of professional contexts, and they are probably going to be used in a literature review or bibliography for research purposes.

CONCLUSION

There is a correlation between sustainability, work life balance, burnout, job satisfaction and job stress. According to this study, an organization's most valuable asset in attaining its objectives is its workforce, hence having competent human resources is essential. But in the face of demands for increased productivity, earnings, and competition, they lose sight of the fact that the company's human resources are living, breathing individuals who still have the desire to enjoy life to the fullest. Therefore, it is important to pay attention to this because an unbalanced personal and professional life will affect employees' performance, motivation, and enthusiasm.

References

- Aoerora, J., & Marpaung, W. (2020). *Work Life Balance ditinjau dari Stres Kerja pada Karyawan / karyawanati*. 13(02), 4–5.
- Bell, A. S., Campus, C., Road, W., & Rajendran, D. (2012). *Job Stress , Wellbeing , Work-Life Balance and Work-Life Conflict Among Australian Academics*. 8(1), 25–37.
- Fath, A., Savigo, D., Nurhasanah, S., & Febriani, R. (2023). *The Influence of Work-Life Balance on Job Satisfaction with Burnout as an Intervening Variable*. 03(03). <https://doi.org/10.22219/jamanika.v3i03.29582>
- Kelly, M. (2020). Job Stress, Burnout, Work-Life Balance, Well-Being, and Job Satisfaction among Pathology Residents and Fellows. *American Journal of Clinical Pathology*, 153(4), 449–469. <https://doi.org/10.1093/ajcp/aqaa013>
- Lutfiansyah, F., Vitria, H. A., & Hadini, M. (2019). *Analisis Beban Kerja Terhadap Produktivitas Kerja Karyawan Warehouse Pt . Cipta Krida Bahari (Ckb) Logistics Banjarmasin*. 1.
- Neumann, J. L., Mau, L., Virani, S., Denzen, E. M., Boyle, D. A., Boyle, N. J., Dabney, J., Kesellofthus, A. De, Kalbacker, M., Khan, T., Majhail, N. S., Murphy, E. A., Paplham, P., Parran, L., Perales, M., Rockwood, T. H., Schmit-pokorny, K., Shanafelt, T. D., Stenstrup, E., ... Burns, L. J. (2018). Biology of Blood and Marrow Transplantation Burnout , Moral Distress , Work – Life Balance , and Career Satisfaction among Hematopoietic Cell Transplantation Professionals. *Biology of Blood and Marrow Transplantation*, 24(4), 849–860. <https://doi.org/10.1016/j.bbmt.2017.11.015>
- Ninaus, K., Diehl, S., & Terlutter, R. (2021). Employee perceptions of information and communication technologies in work life , perceived burnout , job satisfaction and the role of work-family balance. *Journal of Business Research*, 136(August), 652–666. <https://doi.org/10.1016/j.jbusres.2021.08.007>
- Pangemanan, L. F., Pio, R. J., & Tumbel, T. M. (2017). Pengaruh Work-life Balance dan Burnout terhadap Kepuasan Kerja. *Jurnal Administrasi Bisnis (JAB)* 5, No. 003, 1–8.
- Sturges, J., & Guest, D. (2004). *Working to live or living to work? Work/life balance early in the career*. 14(4), 5–20.
- Supriadi, Y. N., & Arieftiara, D. (2022). *The Role of Digital Innovation on Business Success of SMEs Restaurant Industry in Indonesia : The Mediating Role of Financial Performance*. 23(187), 2559. <https://doi.org/10.47750/QAS/23.187.14>
- Supriadi, Y. N., & Aulia, N. (2023). *The Mediating Role of Job Satisfaction in the Relationship between Quality of Work Life and Organizational Commitment : Evidence From SMEs Restaurant The Mediating Role of Job Satisfaction in the Relationship between Quality of Work Life and Organizational Commitment : Evidence From SMEs Restaurant*. January. <https://doi.org/10.47750/QAS/23.191.21>