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The Effect of Work-Life Balance, Burnout, and Workload on Employee Work Motivation at Puskesmas Bangun Galih, Kramat District, Tegal Regency

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Abstract

This study aims to analyze the effect of work-life balance, burnout, and workload on the work motivation of employees at Puskesmas Bangun Galih, Kramat District, Tegal Regency, both partially and simultaneously. A quantitative approach with an associative design was used. The population and sample comprised 58 employees, selected through saturated sampling (census). Data were collected through questionnaires and analyzed using validity, reliability, classical assumption, multiple linear regression, t-test, F-test, and coefficient of determination analyses in SPSS. The results show that work-life balance has a positive and significant effect on work motivation (Sig. = 0.010), whereas burnout (Sig. = 0.031) and workload (Sig. = 0.021) have negative and significant effects. Simultaneously, the three variables significantly affect work motivation (F = 17.138; Sig. = 0.000). The adjusted R² of 0.459 indicates that the three variables explain 45.9% of the variation in work motivation, while 54.1% is explained by other factors outside the model.

Keywords: *Work-Life Balance; Burnout; Workload; Work Motivation*

I. INTRODUCTION

Human resources are an important asset of an organization because they carry out its activities and help it achieve its goals, so their management must be effective and sustainable (Prasetyo et al., 2023). In health service organizations, the quality of human resources is even more important because employees directly provide services to the community (Utama et al., 2025).

Work motivation is the drive that directs employees to perform their work optimally in achieving organizational goals (Hasibuan, 2020). High motivation fosters enthusiasm, responsibility, discipline, and commitment, whereas low motivation can reduce productivity and service quality. At Puskesmas Bangun Galih, Kramat District, Tegal Regency, employees face demands from health services, program implementation, administrative work, and organizational reporting. These conditions relate to work motivation that is not yet optimal: a pre-survey showed that 43.3% of employees only sometimes have high enthusiasm in achieving work targets.

One factor related to work motivation is work-life balance, the ability of employees to balance work demands and personal life (Fisher et al., 2021). Good work-life balance supports psychological well-being and work motivation (Haar et al., 2022), whereas imbalance can lead to stress, fatigue, and declining motivation (Wulantika et al., 2024). At Puskesmas Bangun Galih, 46.7% of employees were only sometimes able to divide their time between work and family. The next factor is burnout, a condition of physical, emotional, and mental exhaustion caused by continuous work pressure (Maslach & Leiter, 2021), which can reduce employees' enthusiasm and motivation (Tristati et al., 2025). Employees at the puskesmas experience fatigue because of patient numbers, administrative tasks, and tight service schedules. Workload, the set of tasks and demands that employees must complete within a certain time according to their abilities (Koesomowidjojo, 2021), is the third factor: proportional workload can support motivation, whereas excessive workload creates pressure and fatigue that reduce it.

Previous studies show relationships among these variables but in different settings. Ulum and Sinollah (2025) found that work-life balance has a positive and significant effect on work motivation, Pratiwi et al. (2024) found that burnout has a negative and significant effect, and Wijaya (2020) found an effect of workload. These studies used objects and respondent characteristics different from Puskesmas Bangun Galih, so retesting in the context of primary health care is needed. Based on this phenomenon and research gap, the study aims to analyze the effect of work-life balance, burnout, and workload on employee work motivation at Puskesmas Bangun Galih, both partially and simultaneously.

A. Literature Review and Hypotheses

Theoretical basis. The study uses Herzberg's Two-Factor Theory as its grand theory, which explains that work motivation is influenced by motivator factors (achievement, recognition, responsibility, and development) and hygiene factors (working conditions, working relationships, compensation, job security, and work-life balance) (Herzberg et al., 1959). Accordingly, good work-life balance can raise comfort and motivation, whereas high burnout and workload can reduce satisfaction and motivation. The negative relationship between workload and motivation is also supported by Sari and Nugroho (2024).

Work motivation. Work motivation is the drive that makes a person enthusiastic about carrying out work to achieve organizational and personal goals (Hasibuan, 2020). It is influenced by internal and external factors such as rewards, recognition, work environment, compensation, supervision, and job security (Sutrisno, 2019).

Work-life balance. Work-life balance is an individual's ability to balance work demands with personal life, family, and social activities (Wibowo, 2022). This balance supports well-being, motivation, productivity, and job satisfaction (Armstrong, 2021).

Burnout. Burnout is a condition of physical, mental, and emotional exhaustion caused by continuous work pressure that can reduce motivation and productivity (Wirawan, 2021). According to Maslach and Leiter (2021), burnout consists of emotional exhaustion, depersonalization, and reduced personal accomplishment.

Workload. Workload is the set of tasks that employees must complete within a certain period according to their responsibilities and abilities (Kasmir, 2019). Excessive workload can cause physical and mental fatigue and reduce work productivity (Fahmi, 2019). Afifah et al. (2023) found a positive relationship between workload and burnout, and Wijaya (2020) showed that work-life balance has a positive and workload a negative effect on work motivation.

Hypotheses. Based on the theory and previous studies, work-life balance is expected to affect work motivation positively, while burnout and workload are expected to affect it negatively (Sugiyono, 2019). The hypotheses are: H_1 : work-life balance affects work motivation; H_2 : burnout affects work motivation; H_3 : workload affects work motivation; and H_4 : work-life balance, burnout, and workload simultaneously affect the work motivation of employees at Puskesmas Bangun Galih.

II. METHOD

This study uses a quantitative approach of the associative type, because the data are numerical and analyzed statistically to determine the relationships and effects of work-life balance, burnout, and workload on employee work motivation (Sugiyono, 2019). Primary data were obtained directly from respondents through questionnaires, observation, and interviews, while secondary data came from documents related to the research object.

The population is all 58 employees of Puskesmas Bangun Galih, consisting of 36 civil servants (PNS), 5 contract government employees (PPPK), and 17 BLUD employees. Because the population is small (fewer than 100), saturated sampling (census) was used and all 58 employees became respondents (Suliyanto, 2018).

The variables are work motivation (Y), work-life balance (X_1), burnout (X_2), and workload (X_3). Work motivation was measured through internal and external factors (Sutrisno, 2019); work-life balance through time balance, involvement balance, and satisfaction balance (Wibowo, 2022); burnout through emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2021); and workload through indicators developed for this study. All variables were measured on a 1–5 Likert scale.

Instrument testing comprised validity and reliability tests. The validity test used 30 respondents with characteristics similar to the research object; an item is valid if its calculated r exceeds the r -table value of 0.361 at the 5% significance level. The reliability test used Cronbach's alpha, with an instrument considered reliable if $\alpha > 0.60$ (Ghozali, 2018). Data analysis comprised the Method of Successive Interval (MSI) to convert ordinal data to interval data, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression, the t -test, the F -test, and the coefficient of determination (R^2), using SPSS (Ghozali, 2018).

III. RESULTS AND DISCUSSION

A. Respondent Characteristics and Instrument Testing

TABLE I. RESPONDENT CHARACTERISTICS (N = 58)

Characteristic	Category	Number	Percentage (%)
Education	Senior high school	10	17
	Diploma (D3)	25	43
	Bachelor's (S1)	20	35
	Master's (S2)	3	5
Age	21–30 years	15	26
	31–40 years	25	43
	>41 years	18	31
Gender	Male	20	35
	Female	38	65

Source: primary data (2026).

Table I shows that respondents are dominated by diploma (D3) graduates (25 people, 43%), those aged 31–40 years (25 people, 43%), and women (38 people, 65%). All items of the four variables have calculated r values above 0.361 and are therefore valid. Cronbach's alpha is 0.941 for work motivation, 0.956 for work-life balance, 0.960 for burnout, and 0.957 for workload; all exceed 0.60, so the instruments are reliable.

B. Classical Assumption Tests

The one-sample Kolmogorov-Smirnov test gives an asymptotic significance of 0.200 (test statistic = 0.077), which is above 0.05, so the residuals are normally distributed. The multicollinearity results are presented in Table II: all tolerance values exceed 0.10 and all VIF values are below 10, so there is no multicollinearity. In the scatterplot, the studentized residuals scatter randomly above and below zero on the Y-axis without forming a pattern such as a funnel, widening, or wave, so there is no heteroscedasticity.

TABLE II. MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF	Conclusion
Work-Life Balance (X_1)	0.646	1.549	No multicollinearity
Burnout (X_2)	0.747	1.339	No multicollinearity
Workload (X_3)	0.652	1.533	No multicollinearity

Source: SPSS 25 output (processed by the authors, 2026).

C. Multiple Linear Regression and Hypothesis Tests

TABLE III. MULTIPLE LINEAR REGRESSION AND T-TEST RESULTS

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	40.164	7.306		5.497	0.000
Work-Life Balance (X1)	0.308	0.115	0.326	2.689	0.010
Burnout (X2)	-0.271	0.123	-0.249	-2.209	0.031
Workload (X3)	-0.249	0.105	-0.286	-2.374	0.021

Source: SPSS 25 output (processed by the authors, 2026). Dependent variable: work motivation (Y).

The regression equation is $Y = 40.164 + 0.308X_1 - 0.271X_2 - 0.249X_3$. The constant of 40.164 is the expected work motivation when the three independent variables are zero. Work-life balance has a positive coefficient, whereas burnout and workload have negative coefficients: higher work-life balance tends to raise work motivation, while higher burnout and workload tend to lower it. Table III also shows the partial test results: work-life balance ($t = 2.689$; Sig. = 0.010), burnout ($t = -2.209$; Sig. = 0.031), and workload ($t = -2.374$; Sig. = 0.021) all have significance values below 0.05, so H_1 , H_2 , and H_3 are accepted.

TABLE IV. F-TEST (ANOVA) RESULTS

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	2,425.689	3	808.563	17.138	0.000
Residual	2,547.690	54	47.179		
Total	4,973.379	57			

Source: SPSS 25 output (processed by the authors, 2026). Predictors: work-life balance, burnout, workload. Dependent variable: work motivation.

Table IV shows $F = 17.138$ (Sig. = 0.000), which exceeds the F -table value of 2.776 ($df_1 = 3$, $df_2 = 54$, $\alpha = 0.05$), so H_4 is accepted: the three variables simultaneously affect work motivation. The model has $R = 0.698$, $R^2 = 0.488$, and an adjusted R^2 of 0.459 (standard error of the estimate = 6.869). Because there is more than one independent variable, the adjusted R^2 is used: the three variables jointly explain 45.9% of the variation in work motivation, while the remaining 54.1% is explained by other variables outside the model, such as compensation, leadership, organizational culture, or work environment.

D. Discussion

Effect of work-life balance on work motivation. Work-life balance has a positive and significant effect on work motivation ($B = 0.308$; $t = 2.689 > 2.005$; Sig. = 0.010), so H_1 is accepted. The better the balance between work demands and employees' personal lives, the higher their work motivation. Such balance can reduce conflict between work and personal life, increase comfort and job satisfaction, and encourage employees' enthusiasm in providing services. This finding is consistent with Wibowo (2022), who stated that work-life balance can reduce stress and increase work enthusiasm, and with Ulum and Sinollah (2025).

Effect of burnout on work motivation. Burnout has a negative and significant effect on work motivation ($B = -0.271$; $|t| = 2.209 > 2.005$; Sig. = 0.031), so H_2 is accepted: the higher the burnout, the lower the motivation. Excessive work pressure can cause emotional exhaustion, boredom, depersonalization, and reduced personal accomplishment, which ultimately reduce employees' concentration and dedication in providing services. The result is in line with the burnout concept of Maslach and Leiter (2021) and with Sobari (2024), who found a negative effect of burnout on work motivation.

Effect of workload on work motivation. Workload has a negative and significant effect on work motivation ($B = -0.249$; $|t| = 2.374 > 2.005$; Sig. = 0.021), so H_3 is accepted. A high volume of tasks, patient services, administrative work, and program targets can drain employees' stamina and concentration, so proportional workload management is needed. This finding is also consistent with Rizki et al. (2022), who reported a negative relationship between workload and employees' work attitude.

Simultaneous effect. The three variables simultaneously affect work motivation significantly ($F = 17.138 > 2.776$; Sig. = 0.000), with $R^2 = 0.488$ (adjusted $R^2 = 0.459$). Raising work motivation therefore needs an integrated effort: improving work-life balance, managing burnout, and arranging workload proportionally, as explained by the Job Demands-Resources model (Bakker & Demerouti, 2007), in which excessive job demands deplete energy and reduce motivation.

IV. CONCLUSIONS

Work-life balance has a positive and significant effect on the work motivation of employees at Puskesmas Bangun Galih, whereas burnout and workload each have a negative and significant effect. Simultaneously, the three variables significantly affect work motivation, with an adjusted R^2 of 0.459. Management is advised to improve work-life balance through proportional and fair working hours and periodic togetherness or recreational activities; to reduce burnout through counseling or periodic mental health checks and recognition of employees' achievements; and to manage workload through fair task evaluation and distribution and by optimizing digital administration systems to reduce manual work. Future research may extend the sample to all puskesmas in Tegal Regency and add relevant variables such as job satisfaction, leadership style, or transformational leadership as a mediating variable.

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