Burnout and Quality of Work Life on Job Performance: Mediating Role of Job Satisfaction Among Financial Services Employees

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Abstract: The ability of company management to sustain employee job performance in the pursuit of organizational objectives is critical due to the intense competition among financial service companies. This study investigates the relationship between burnout, work life quality, job satisfaction, and job performance, examining how job satisfaction mediates the relationship between these factors. The study was conducted to 200 employees of financial services companies in Indonesia. Data was obtained by distributing questionnaires. The method employed is quantitative analysis utilizing SEM PLS analysis. The research findings indicated that: (1) Burnout has a negative and significant impact on employees job performance; (2) Quality of Work Life has a positive and significant impact on employees job performance; (3) Job satisfaction has a positive and significant impact on employees job performance; (4) There is a significant indirect impact of Burnout on Job Performance with Job Satisfaction; (5) There is a significant indirect impact of Quality of Work Life on Job Performance with Job Satisfaction.

Keywords: Burnout, Quality of Work Life, Job Satisfaction, Job Performance, Financial Services Company

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1. Introduction

Global business practices have been transformed by the industrial 4.0 era in areas dominated by technological advancements. The swift advancement of technology has resulted in major changes in many aspects of human existence, including the economic area, which has led to the emergence of the digital economy [1]. Financial institutions must rapidly adapt in order to ensure their continued operation, and one effective approach is to use financial services as its operational base [2]. financial services represent the successful integration of technology based on financial services that enable transactions without limitations of place or time [3].

Maximizing job performance and employee job satisfaction requires offering good working conditions, or Quality of Work Life (QWL) [4]. Quality of Work Life (QWL) refers to the condition of a favorable work environment. These factors are evident in the salary, welfare programs, flexible work schedules, positive relationships, and opportunities for individual growth [5].

However, the growing business competition causes pressure not only on companies but also on employees. This pressure can lead to increased stress and decreased job satisfaction among employees, ultimately impacting their performance and overall well-being [6]. Therefore, it is crucial for organizations to continuously assess and improve the Quality of Work Life (QWL) initiatives to ensure a positive work environment that supports employee motivation and productivity [7].

The increased stress might cause employee burnout [8]. Burnout is a work-related condition that can lead to employees experiencing exhaustion [9]. Frequently, the failure to meet job demands can lead to a decrease in work quality [10]. Long handling of targets, pressure, and deadlines can lead to employees experiencing stress, tiredness, and emotional exhaustion, ultimately having a negative

impact on the company [11].

The fast-paced nature of the financial services, combined with high expectations for innovation and growth, can contribute to increased stress levels among employees. This trend is evident in the rate of turnover among newly hired personnel at the company, specifically around 33% within the first 6 months of employment. According to research conducted by Fadilasari & Selviana (2023) at a financial services, the work environment had a 16.5% influence on burnout, while workload was responsible for 58.2% of burnout. These findings highlight the importance of addressing workload management and creating a supportive work environment to prevent burnout among employees. Implementing strategies such as workload distribution, stress management programs, and regular check-ins can help mitigate the negative effects of workplace stress on employee well-being and company performance [13].

The in-depth discussion on the impact of burnout and quality of work life on employee performance has been extensively studied in research. Burnout has reduced employees' performance in Tehran, Iran [14]; Burnout has an impact on employee performance at transportation service companies in Bandung [15]; Quality of Work Life has a positive influence on job performance for health service employees in Iran [16]; Burnout has negatively contributed to job satisfaction for IT employees [17].

Currently, there is limited discussion on the research regarding the impact of Burnout and Quality of Work Life on Job Performance, specifically in the context of financial services employees in Indonesia. Additionally, the role of Job Satisfaction as a moderator in this relationship has not been well explored. This article will provide a comprehensive analysis and examination of the subject.

2. Literature Review

2.1 Burnout

Burnout is a state characterized by a simultaneous feeling of physical and mental exhaustion resulting from persistent feelings of frustration or stress. Moreover, burnout is a psychological condition characterized by three dimensions: emotional exhaustion, depersonalization, and low personal achievement and self-esteem while performing daily tasks (Maslach & Leiter, 2017). Burnout syndrome is a continuous and progressive human reaction to excessive stress at work that leads to negative impacts on the individual's wellness (Montero-Marín, 2016). Burnout syndrome, from a psychological perspective, leads to cognitive, emotional, and behavioral problems, which in turn show as negative behaviors towards work, colleagues, and professional roles (Maslach & Leiter, 2016).

2.2 Quality of Work Life

Quality of life refers to the overall satisfaction and happiness of an individual, considering several aspects such as the physical health, mental well-being, social relationships, and economic situation (Naje & Jameel, 2024). Quality of Work Life is associated with positive workplace settings, a positive work environment, and sufficient work engagement, hence promoting a sense of belonging among employees in a company (Kalhor et al., 2018). Moreover, Mawu et al. (2018) propose that the measurement of Quality of Work Life can be accomplished with the following indicators: (a) appropriate and fair compensation, (b) safe and healthy work environment, (c) opportunities to use and develop workers' abilities, (d) social interaction at work, (e) employee rights in the office.

2.3 Job Satisfaction

Job satisfaction refers to the emotional and psychological condition that employees experience as a direct outcome of their work, characterized by an authentic feeling of satisfaction and fulfillment in performing their job responsibilities (Dhamija et al., 2019). It can be defined as a positive relationship between employees and the organization (Bakotić, 2016). Meanwhile, Yang & Hwang (2014) classify job satisfaction indicators into two categories: 1) Intrinsic Factors, which pertain to the tasks and work itself, and include how individuals perceive their work in terms of challenges, employee capability, and potential benefits. 2) Extrinsic factors pertain to work elements that are irrelevant or have minimal connection to the execution of job duties, a promising professional progress, company benefits, and a continuously developing work environment.

2.4 Job Performance

Job performance is an overall anticipated value for an organization resulting from various behavioral occurrences performed by each individual during a specific period of time (Motowidlo & Kell, 2012) . Job performance refers to the overall effectiveness of an individual in utilizing and managing various organizational resources, such as human, financial, and physical resources, in order to accomplish the aims and objectives of the company (Akhavan et al., 2013). These findings align with earlier research

indicating that job performance encompasses employee behavior and represents the desired outcomes of performance as determined by the business (Bieńkowska & Tworek, 2020; Sonnentag, 2003).

3. Methods

3.1 Research Design

The research design was constructed using a quantitative research methodology. This study involves two independent variables, Burnout and Quality of Work Life, one meditating variable, Job Satisfaction, and one dependent variable, Job Performance. The research design model is illustrated in Figure 1.

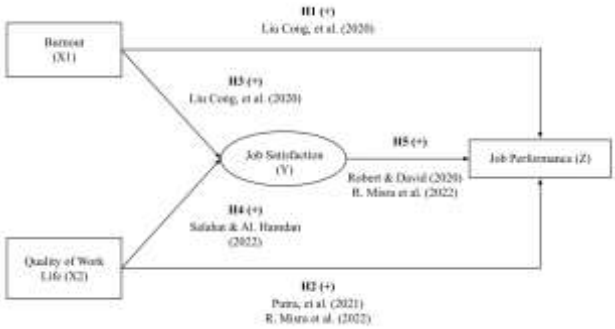

Fig 1. Research Design Framework

3.2 Data Analysis

This research included 200 employees of financial services companies in Indonesia. The data was obtained using a questionnaire distributed from January to March 2024. The study used the Partial Least Square-Structural Equation Modeling (PLS-SEM) method for data analysis, combining factor analysis and regression to test relationships between variables [18], [19]. PLS also measures errors intrinsic to abstract evaluation concepts, providing a basis for future research and development [20].

4. Results and Discussion

4.1 Validity and Reliability Test

Table 1. The Results of the Validity and Reliability Test for Burnout Variables

Dimensions	Indicator Code	Validity			Reliability	
		KMO	*Component Matrix*	Description	*Cronbach's Alpha*	Description
Physical exhaustion	BO1	0.722	0.884	Valid	0.835	Reliable
	BO2		0.875	Valid		
	BO3		0.850	Valid		
Emotional exhaustion	BO4	0.713	0.865	Valid	0.808	Reliable
	BO5		0.841	Valid		
	BO6		0.846	Valid		
Mental exhaustion	BO7	0.709	0.831	Valid	0.849	Reliable
	BO8		0.901	Valid		
	BO9		0.896	Valid		
Low of personal accomplishment	BO10	0.734	0.889	Valid	0.866	Reliable
	BO11		0.874	Valid		
	BO12		0.903	Valid		

(Source: Data Analysis, 2024)

Table 1 shows the validity results for the Quality of Work Life variable for all dimensions show a KMO value of more than 0.5 and a factor loading value of more than 0.5. Therefore, all items can be indicated as valid. The reliability test outcomes indicate that the dimension representing the quality of work life possesses a Cronbach's alpha value exceeding 0.6, indicating its reliability. The findings are presented in the following Table 2.

Table 2. The Results of the Validity and Reliability Test for Quality of Work Life Variables

Dimensions	Indicator Code	Validity			Reliability	
		KMO	*Component Matrix*	Description	*Cronbach's Alpha*	Description
Reasonable	QWL1	0.734	0.906	Valid	0.870	Reliable

and fair compensation	QWL 2		0.909	Valid		
	QWL 3		0.872	Valid		
A healthy and secure workplace	QWL 4	0.747	0.899	Valid	0.897	Reliable
	QWL 5		0.911	Valid		
	QWL 6		0.925	Valid		
Opportunities to apply and develop skills for employees	QWL 7	0.736	0.897	Valid	0.864	Reliable
	QWL 8		0.875	Valid		
	QWL 9		0.889	Valid		
Social interaction in the workplace	QWL 10	0.725	0.922	Valid	0.884	Reliable
	QWL 11		0.916	Valid		
	QWL 12		0.865	Valid		
Employee rights in the office	QWL 13	0.702	0.925	Valid	0.842	Reliable
	QWL 14		0.915	Valid		
	QWL 15		0.836	Valid		

(Source: Data Analysis, 2024)

The validity results of the job satisfaction variable for all dimensions reveal a KMO value of more than 0.5 and a factor loading value of more than 0.5. Therefore, all items can be considered valid. According to the reliability test results, the Cronbach's alpha value of the dimensions of the job satisfaction variable is reliable, with a value greater than 0.6. The findings are shown in Table 3.

Table 3. The Results of the Validity and Reliability Test for Job Satisfaction Variables

Dimensions	**Indicator Code**	**Validity**			**Reliability**	
		KMO	***Component Matrix***	**Description**	***Cronbach's Alpha***	**Description**
Payroll	KK1	0.666	0.789	Valid	0.852	Reliable
	KK2		0.923	Valid		
	KK3		0.929	Valid		
Workload	KK4	0.755	0.924	Valid	0.904	Reliable
	KK5		0.916	Valid		
	KK6		0.913	Valid		
Work environment	KK7	0.716	0.942	Valid	0.914	Reliable
	KK8		0.953	Valid		
	KK9		0.880	Valid		
Benefits	KK10	0.699	0.842	Valid	0.837	Reliable
	KK11		0.908	Valid		
	KK12		0.860	Valid		
Supervision	KK13	0.762	0.959	Valid	0.945	Reliable
	KK14		0.954	Valid		
	KK15		0.935	Valid		

(Source: Data Analysis, 2024)

The validity results of the job performance variable for all dimensions reveal a KMO value of more than 0.5 and a factor loading value of more than 0.5. Therefore, all items can be considered valid. According to the reliability test results, the Cronbach's alpha value of the dimensions of the job

performance variable is reliable, with a value greater than 0.6. The findings are shown in the following Table 4.

Table 4. The Results of the Validity and Reliability Test for Job Performance Variables

Dimensions	Indicator Code	Validity			Reliability	
		KMO	*Component Matrix*	Description	*Cronbach's Alpha*	Description
The objectives have been achieved	JP1	0.736	0.890	Valid	0.880	Reliable
	JP2		0.926	Valid		
	JP3		0.899	Valid		
Ability, commitment, motivation are achievable	JP4	0.706	0.865	Valid	0.909	Reliable
	JP5		0.947	Valid		
	JP6		0.949	Valid		
Direction, dedication, resilience, and strategy have been implemented	JP7	0.745	0.891	Valid	0.880	Reliable
	JP8		0.909	Valid		
	JP9		0.912	Valid		

(Source: Data Analysis, 2024)

4.2 Outer Structural Model

The tests conducted to assess the Outer Model using reflective indicators are Convergent Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), and Cronbach's Alpha.

4.2.1 Convergent Validity

Indicator items and variable dimensions are considered valid if the outer loading scores exceed 0.700. The results of the analysis indicate that the reflective indicators show strong validity and reliability. These findings support the validity of the SEM PLS for the Outer Structural Model in this study.

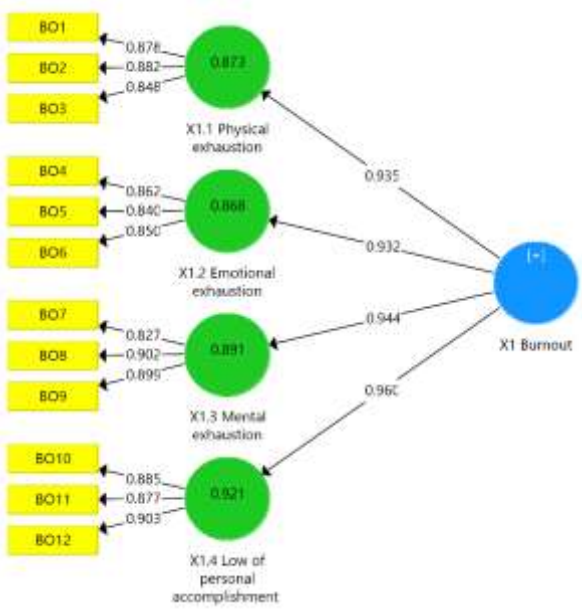

Figure 2. The analysis results for the outer model of variable X1

Figure 2 shows that the most dominant aspect of variable X1 (Burnout) is X1.4 dimension, which is related to low of personal accomplishment, with the highest outer loading score of 0.960. The BO2 variable has the highest score of 0.882 in the X1.1 dimension, indicating physical exhaustion. The variable BO4 has the highest loading of 0.862 in the X1.2 dimension, which indicates a significant level of emotional exhaustion. The BO8 variable has a maximum score of 0.902 in the X1.3 dimension, indicating a significant level of mental exhaustion. The lowest score seen in dimension X1.4 is associated with low of personal accomplishment, specifically BO12, which has an outer loading of 0.903.

Figure 3. The analysis results for the outer model of variable X2

Figure 3 shows that the most dominant dimension in variable X2 (Quality of work life) is dimension X2.2, which is related to a safe and healthy work environment, with the highest outer loading score of 0.949. The QWL2 indicator in the X2.1 dimension has a maximum score of 0.905, representing appropriate and fair compensation. The QWL6 dimension has the highest indicator score of 0.928 in the X2.2 dimension, which represents a safe and healthy work environment. The highest score in dimension X2.3 is the opportunity to use and develop employees' skills, specifically referred to as QWL7, with the outer loading score of 0.905. The QWL10 dimension has the highest indicator of social interaction in the workplace, with an outer loading score of 0.921 in the X2.4 dimension. In the X2.5 dimension related to employee rights in the office, QWL13 emerges as the highest indicator, with an outer loading of 0.924.

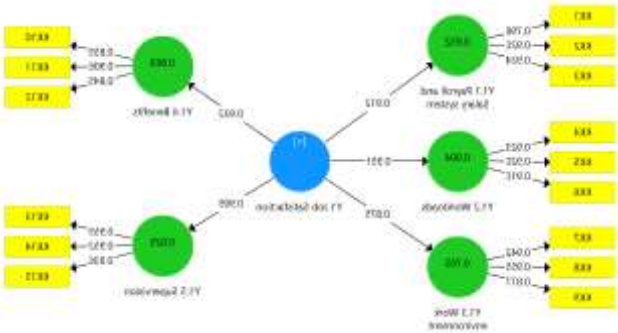

Figure 4. The analysis results for the outer model of variable Y1

Figure 4 shows that the most dominant aspect of the variable Y1 (job satisfaction) is the Y1.2 dimension, which is related to the type of job and has the highest outer loading score of 0.951. The highest indicator in the Y1.1 dimension of payroll is KK3 with an outer loading of 0.924. The highest indicator in the Y1.2 dimension of work type is KK4 with an outer loading score of 0.923. The highest indicator in the Y1.3 dimension of the work environment is KK8 with an outer loading score of 0.955. The highest indicator in the Y1.4 dimension of the award is KK11 with an outer loading score of 0.906. Furthermore, the highest indicator in the Y1.5 supervision dimension is KK13 with an outer loading of 0.959.

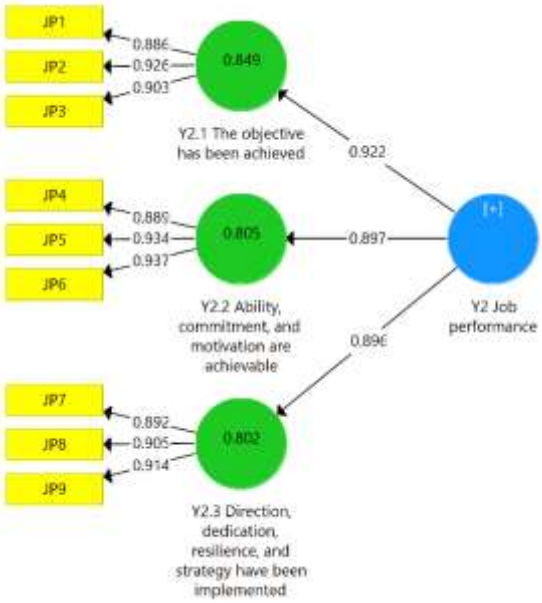

Figure 5. The analysis results for the outer model of variable Y2

Figure 5 shows that the most dominant dimension in the variable Y2 (Job Performance) is Y2.1, which is the desired target that has been achieved with the highest outer loading score of 0.922. The highest indicator in the Y2.1 dimension, the targeted objectives have been achieved, namely JP2 with an outer loading of 0.926. The highest indicator in the Y2.2 dimension of ability, commitment, and motivation is available, namely JP6, with an outer loading of 0.937. And the highest indicator in the Y2.3 dimension of directions, determination, persistence, and strategy has been implemented, namely JP9 with an outer loading of 0.914.

4.2.2 Discriminant validity, Cronbach alpha, composite reliability, and AVE

According to the discriminant validity (cross loading) table, all items show cross loading figures that are higher for their respective variables compared to the loading figures for the other variables, indicating that they contribute to the formation of the construct. The factor loading values

for each variable's items are still higher than those for the related variables or indicators. The test results are presented in Table 5.

Table 5. The test results from the outer model for reflective indicators

Variable / Dimension	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1 (*Burnout*)	0.956	0.961	0.675
X1.1 Physical exhaustion	0.839	0.903	0.756
X1.2 Emotional exhaustion	0.809	0.887	0.724
X1.3 Mental exhaustion	0.849	0.909	0.769
X1.4 Low of personal accomplishment	0.867	0.918	0.790
X2 (*Quality Work of Life*)	0.966	0.969	0.678
X2.1 Reasonable and fair compensation	0.877	0.924	0.803
X2.2 A healthy and secure workplace	0.899	0.937	0.832
X2.3 Opportunities to apply and develop skills for employees	0.864	0.917	0.786
X2.4 Social interaction in the workplace	0.884	0.928	0.812
X2.5 Employee rights in the office	0.872	0.922	0.797
Y1 *(Job Satisfaction)*	0.968	0.971	0.692
Y1.1 Payroll	0.855	0.913	0.779
Y1.2 Workload	0.906	0.941	0.842
Y1.3 Work environment	0.916	0.947	0.856
Y1.4 Benefits	0.840	0.903	0.757
Y1.5 Supervision	0.945	0.965	0.901
Y2 (*Job Performance*)	0.939	0.949	0.675
Y2.1 The objectives have been achieved	0.890	0.931	0.819
Y2.2 Ability, commitment, motivation are achievable	0.910	0.943	0.847
Y2.3 Direction, dedication, resilience, and strategy have been implemented	0.888	0.931	0.817

The Cronbach's Alpha value for each variable/indicator exceeds 0.7, indicating that the variables X1 (Burnout), X2 (Quality of Work Life), Y1 (Job satisfaction), and Y2 (Job performance) are considered reliable. Variables with composite reliability figures that are higher than 0.7 are classified as having high reliability. The discriminant validity, as indicated by the Average Variance Extracted (AVE) measure, demonstrates that each variable possesses an AVE value over 0.5.

4.3 Inner Structural Model

The PLS structural model was conducted using the SmartPLS program in this study. The resulting structural diagram is shown in the following Figure 6.

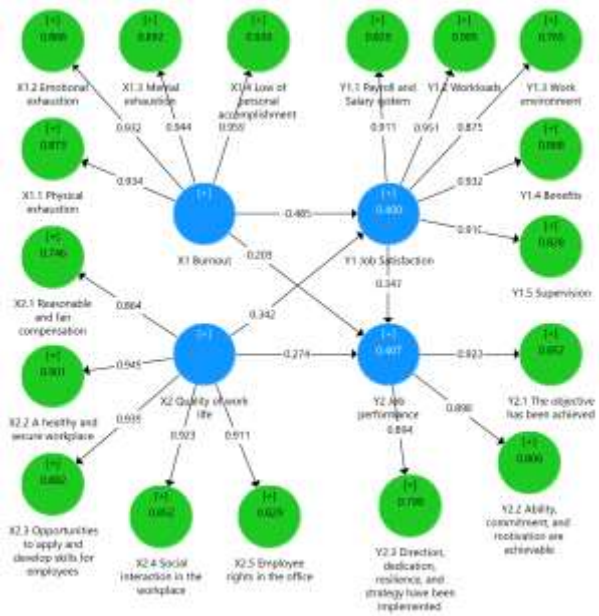

Figure 6. Structural model diagram

According to figure 6, the equation for the structural model is calculated as follows:

1. $Y1 = -0.485\ X1 + 0.342\ X2 + e_{i1}$; $R^2 = 0.400$;
2. $Y2 = -0.203\ X1 + 0.274\ X2 + 0.347\ Y1 + e_{i1}$; $R^2 = 0.407$.

Note:
X1: Burnout
X2: Quality Work of Life
Y1: Job Satisfaction
Y2: Job performance
ei: residual

The tests conducted to assess the inner model include the use of the coefficient of determination measured by R square, the predictive relevance measured by Q square, and the Goodness of Fit Index (GoF).

4.3.1 Determination Coefficient (R2)

Table 6. The Results of Determination Coefficient

Impact	R Square
X1, X2 → Y1	0.400
X1, X2, Y1 → Y2	0.407

The coefficient of determination (R-square) obtained from model 1 is the impact of variables X1 (Burnout) and X2 (Quality of Work Life) on variable Y1 (Job satisfaction) of 0.400 or 40.0%. In model 2, the impact of variables X1 (Burnout), X2 (Quality of Work Life), and Y1 (Job satisfaction) on variable Y2 (Job performance) is 0.407 or 40.7%.

4.3.2 Effect size (F^2)

Table 7. The results of effect size

Exogenous	Model 1 (Y1)		Model 2 (Y2)	
	F square	Effect	F square	Effect
X1 (*Burnout*)	0.383	High	0.049	Low
X2 (*Quality Work of Life*)	0.191	Moderate	0.104	Low
Y1 (*Job Satisfaction*)			0.122	Low

The F square value indicates the effect size or the diversity in exogenous and endogenous variables. The F square coefficient category is the low category for F square between 0.02 to 0.15, the moderate category for F square between 0.15 to 0.35, and the high category for F square more than 0.35.

4.3.3 Predictive Relevance (Q^2)

The total diversity of data that can be explained by the model is measured by a formula:

$$Q^2 = 1 - [(1 - R1^2) \times (1 - R2^2)]$$

$$Q^2 = 1 - [(1 - 0.400) \times (1 - 0.407)] = 0.644$$

The results of the Q square calculation indicate that the diversity of data that can be explained by the model is 0.644, or 64.4% of the information contained in the data can be explained by the model. This model is included in the good category (> 0).

4.3.4 Goodness of Fit Index (GoF)

Goodness of Fit testing of the model is carried out to see the overall accuracy of the model by multiplying the average coefficient of determination value by the average communality (AVE) value.

$$GoF = \sum \sqrt{\overline{AVE} \times \overline{R^2}}$$

$$GoF = \sqrt{\left(\frac{0.692 + 0.675}{2}\right) \times \left(\frac{0.400 + 0.407}{2}\right)}$$

$$GoF = \sqrt{0.683 \times 0.403} = 0.525$$

The GoF calculation result is 0.525, so it can be concluded that the accuracy of the model is in the high category (>0.36).

4.4 Hypothesis testing

The testing was conducted to provide an assessment of the coefficients or parameters that indicate the effect of one latent variable on other latent variables. An impact is considered significant if the p-value is less than 0.05, and it is considered not significant if the p-value is more than 0.05. The calculation results are presented in the following Table 8.

4.4.1 Direct Effect Hypothesis

Table 8. The results of direct effect using T-statistics

Effect	Path coefficient	T statistics	p-values	Description
X1 → Y1	-0.485	7.302	0.000	Significant
X2 → Y1	0.342	3.734	0.000	Significant
X1 → Y2	-0.203	2.226	0.026	Significant
X2 → Y2	0.274	3.225	0.001	Significant
Y1 → Y2	0.347	3.380	0.001	Significant

Variable X1 (Burnout) has a negative and significant effect on variable Y1 (job satisfaction), with T-statistics values higher than the critical value (7.302 > 1.96) and p-values smaller than α (0,000 < 0.050). A negative coefficient indicates that increased burnout can significantly lower the Y1 variable. A study conducted by [21] has provided evidence that there is a significant negative relationship between burnout and job performance in many professions and industries. This suggests that organizations should give priority to addressing burnout in order to enhance job satisfaction and job performance. It is crucial for companies to implement strategies to avoid or control burnout among employees to maintain a positive work environment [22].

The variable X2 (Quality of Work Life) has a positive and significant effect on the variable Y1, with T-statistics values greater than the critical value (3.734 > 1.96) and p-values smaller than α (0,000 < 0.050). A positive coefficient suggests that improved quality of work life can significantly improve job satisfaction. It is supported by research conducted by Perangin-Angin et al., (2020), which stated that there is a significant correlation between quality of work life, job performance, and job satisfaction among factory employees in Medan, Indonesia. The study concluded that investing in initiatives to enhance the quality of work life can lead to higher levels of job satisfaction among employees. Organizations that place a high priority on enhancing the quality of work life may experience positive impacts on employee engagement, loyalty, and overall performance [24].

Variable X1 (Burnout) has a negative and significant effect on variable Y2 (Job performance), with T-statistics values greater than the critical value (2.226 > 1.96) and p-values smaller than α (0.026 < 0.050). A negative coefficient indicates that increased Burnout can significantly lower job performance. This study indicated that job burnout has a significant effect on reducing employees' performance. It is crucial for organizations to address burnout in order to maintain high levels of job performance among employees [25]. Implementing strategies to prevent and manage burnout can lead to improved overall productivity and employee satisfaction within the company [26]. Addressing burnout not only improves job performance but also enhances employee satisfaction, ultimately leading to increased productivity within the organization [27]. By recognizing and mitigating the negative effects of burnout, companies can create a more positive and productive work environment for their employees [27].

The variable X2 (Quality of Work Life) has a positive and significant effect on the variable Y2 (job performance), with T-statistics values greater than the critical value (3.225 > 1.96) and p-values smaller than α (0.001 < 0.050). A positive coefficient suggests that improved quality of work life can significantly improve job performance. The result is supported by research conducted by Sari et al., (2019), which implies that Quality of Work Life has a positive and significant influence on employee performance in the tourism industry. The quality of work life encompasses factors such as job satisfaction, motivation, productivity, health, job security, safety, and welfare at work [29]. Prior study has discovered that the quality of work life has a positive impact on productivity, and enhancing productivity would also improve the quality of work life [7]. Moreover, organizations should prioritize

enhancing the quality of work life for their employees in order to boost job performance [30].

Variable Y1 has a positive and significant effect on variable Y2 (Job performance), with T-statistics values greater than the critical value (3.380 > 1.96) and p-values smaller than α (0.001 < 0.050). A positive coefficient indicates that increased job satisfaction can significantly improve job performance. The work environment places significant emphasis on the importance of employee job satisfaction and performance [31]. Job satisfaction is a key indicator of the general success of an organization and has a significant influence on various aspects of the company [32]. Studies have demonstrated that employees who experience job satisfaction are more likely to be actively involved and driven, resulting in increased levels of productivity and performance [33]. Therefore, organizations should consider implementing strategies to enhance job satisfaction in order to ultimately improve overall job performance.

4.4.2 Indirect Effect Hypothesis

Table 9: The results of indirect effect

Effect	Path coefficient	T statistics	p-values	Description
X1 → Y1 → Y2	-0.168	2.855	0.004	Significant
X2 → Y1 → Y2	0.119	2.680	0.008	Significant

The indirect effect of the X1 variable (Burnout) on the Y2 (Job performance) variable through the Y1 (work fulfillment) is significant, with T-statistics values higher than the critical value (2.855 > 1.96) and p-values smaller than α (0,000 < 0.050). The variable of job satisfaction mediates the impact of Burnout on Job performance. Job satisfaction is considered a partial mediation because the direct influence of X1 on Y2 is significant. It is crucial for companies to identify factors that contribute to a high level of job satisfaction [30]. When employees have a high level of job satisfaction, their work performance will also be enhanced. Employees who experience job satisfaction and a positive workplace are more likely to exert more effort in their work, leading to increased productivity and improved work outcomes [34]. Moreover, it creates opportunities for the company to achieve success.

The indirect effect of the X2 variable (Quality of Work Life) on the Y2 (Job performance) variable through the Y1 variable is significant, with T-statistics values higher than the critical value (2.680 > 1.96) and p-values smaller than α (0.008 < 0.050). The job satisfaction variable mediates the impact of Quality of Work Life on Job performance. Job satisfaction is considered a partial mediation because the direct influence of X2 on Y2 is significant. Improving the quality of work life can lead to higher job performance through increased job satisfaction [7]. By focusing on improving these aspects, companies can ultimately achieve greater success in terms of productivity and work outcomes [32].

5. Conclusion and Implication

Based on the prior overview of the data and discussion, the following conclusions can be drawn: (1) Burnout has a negative and significant impact on the variable of job performance. A negative coefficient signifies that an increase in Burnout might have a significant negative impact on Job performance. (2) The Quality of Work Life has a positive and significant impact on job performance. A positive coefficient suggests that enhancing the Quality of Work Life might have a significant positive impact on Job performance. (3) Job satisfaction has a positive and significant impact on job performance. A positive coefficient signifies that enhancing job satisfaction can have a significant impact on job performance. (4) The impact of burnout on job performance through job satisfaction is significant. The variable of job satisfaction serves as a mediator for the impact of burnout on job performance, demonstrating partial mediation due to the direct effect on job performance.

The implications of this research can serve as a reference for companies aiming to manage employee satisfaction and enhance organizational performance. Initially, it is important for companies to be attentive and identify indications of burnout among their employees. Then, companies should implement strategies to mitigate or reduce the effects, such as stress management programs or psychological assistance. Furthermore, allocating resources towards enhancing the quality of work life, such as offering flexible hours or sufficient resources, can provide advantages in increasing employee engagement and performance. Moreover, implementing strategies to enhance job satisfaction, such as acknowledging accomplishments, fostering

professional growth, and enhancing interactions between supervisors and staff, can effectively reinforce the correlation between job satisfaction and job performance. Therefore, comprehending the correlation among burnout, quality of work life, job satisfaction, and work performance can assist companies in formulating more efficient strategies to accomplish the objectives.

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