

THE ROLE OF JOB BURN OUT, STRESS RESILIENCE ON CAREER DEVELOPMENT MEDIATED BY WORK-LIFE BALANCE AT PT. VIRQUARIA

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Abstract

This study aims to analyze the effect of job burnout and stress resilience on career development, with work-life balance as a mediating variable among employees of PT. VIRQUARIA in Bekasi Regency. This research uses a quantitative approach with an explanatory research type that seeks to test the relationships between variables in a structural model. The population in this study consists of all 200 employees of PT. VIRQUARIA, with a sampling technique using cluster sampling, resulting in a sample of 90 respondents. Data were collected through questionnaires and analyzed using SmartPLS 3.0. The results show that job burnout has no significant effect on career development, but it has a significant effect on work-life balance. Stress resilience does not have a direct effect on career development, but it significantly influences work-life balance. In addition, work-life balance has a positive and significant effect on career development. However, work-life balance does not mediate the relationship between job burnout or stress resilience and career development. These findings highlight the importance of maintaining a balance between work and personal life as a critical factor in supporting employees' career development.

Keywords: Job Burnout, Stress Resilience, Work-Life Balance, Career Development

INTRODUCTION

The cleaning service industry plays an important role in maintaining cleanliness and comfort across various sectors, including offices, shopping centers, hospitals, and other public facilities. However, employees in this sector often face significant challenges that can lead to burnout, such as high workloads, job targets, and demanding working conditions. Burnout is a critical element within an organization that significantly impacts the quality of employee performance (Indrian et al., 2020).

In addition, stress resilience and stress itself are key factors in determining how workers can cope with workplace pressure. Employees with high levels of stress resilience are generally better able to manage stress, adapt to work-related challenges, and thrive in their career development. Resilience helps mitigate the negative impacts on professionals working under pressure. Resilience is the ability of an individual to overcome difficult situations. In the workplace, resilience is a mechanism that helps individuals adapt to high-pressure environments such as cleaning services (Busti et al., 2023). On the other hand, workers with lower stress resilience are more vulnerable to the negative effects of occupational stress, which can hinder their professional growth.

On the other hand, work-life balance—the balance between professional and personal life—is closely related to mental health and employee well-being. According to Anggreni & Budiani (2021), good work-life balance helps employees reduce the negative effects of burnout and enhances their stress resilience. Work-life balance not only boosts productivity but also increases employee loyalty and job satisfaction (Indra & Rialmi, 2022), (Wardhani & Hasan, 2024). Work-life balance becomes even more challenging when employees are frequently exposed to long working hours and physically demanding tasks, as is common in cleaning services.

Career development refers to formal efforts to enhance capabilities, foster growth, and expand knowledge that opens up opportunities for maintaining or attaining a fulfilling position

in one's career (Staf et al., 2016). Based on the above explanation, the researcher conducted a preliminary survey involving 30 respondents, distributed via Google Forms, to explore employee perceptions at PT. VIRQUARIA. This survey aimed to determine whether career development initiatives have been implemented for employees at PT. VIRQUARIA, and to serve as a foundation for further research.

Table 1. Pre-Survey Results

No	Statement Items	Yes (%)	No (%)
Career Development Pre-Survey			
1	I have opportunities to develop my skills at work.	11 (37%)	19 (64%)
2	I receive support from the company to advance my career.	10 (33%)	20 (67%)
3	I feel there is a clear path for career advancement in this company.	13 (43%)	17 (57%)
Average Score Total	36 (40%)	54 (60%)	
Job Burnout Pre-Survey			
1	I feel that the job description given by the supervisor matches what is done in the field.	10 (33%)	20 (67%)
2	I feel overwhelmed with my current workload.	25 (83%)	5 (17%)
3	I feel stressed due to high job demands.	27 (90%)	3 (10%)
Average Score Total	62 (69%)	28 (31%)	
Stress Resilience Pre-Survey			
1	I am able to cope well with work-related pressure.	6 (20%)	24 (80%)
2	I remain calm even in difficult work situations.	13 (43%)	17 (57%)
3	I can adapt to changes in the work environment.	14 (47%)	16 (54%)
Average Score Total	35 (37%)	55 (63%)	

Source: Processed Primary Data, 2025

Based on Table 1, the pre-survey results show that 40% of respondents perceive the existence of career development at PT. VIRQUARIA, while the remaining 60% do not. This finding indicates that the career development program at PT. VIRQUARIA still needs to be improved, considering that career development is one of the important factors that can influence the level of job burnout and stress resilience among employees.

The pre-survey results regarding employees' levels of job burnout related to career development at PT. VIRQUARIA—based on a total of 30 respondents—indicate that 69% of them reported experiencing a high level of job burnout, while the remaining 31% reported a lower level. This suggests that most employees are experiencing considerable job burnout, which may be linked to the lack of career development opportunities in the workplace.

Meanwhile, based on the pre-survey on stress resilience in relation to career development—also involving 30 respondents—it was found that 37% of respondents had confidence in their ability to cope with stress (stress resilience), while 63% reported lacking self-confidence in managing workplace stress. These findings further emphasize the importance of improving career development programs as a means to support employees' psychological well-being.

Workload issues are one of the key barriers to career development. Schultz (2010), as cited in Lestari & Diana (2023), states that burnout is a form of stress caused by excessive workload, resulting in decreased employee energy at work. This aligns with the opinion of Syamsu et al. (2019), who argue that burnout is a reaction to prolonged stress in the workplace, which is closely related to both employees and their work. Burnout is also referred to as a syndrome caused by poor stress management in the workplace, leading to excessive fatigue, anxiety, and restlessness, which in turn results in decreased motivation and productivity (Aseptia & Pramitasari, 2022). However, research by Thufailah & Abdurrahman (2020) suggests that job burnout does not

affect employee career development. This is supported by Andari et al. (2024), who claim that job burnout only affects intention to stay and not career progression.

A key factor in managing work pressure is stress resilience (Maghfirah, 2023). Employees with high levels of stress resilience are generally able to cope with stress, adapt to work challenges, and excel in career development.

Stress resilience can be defined as the ability to recover from or adapt to stress or difficult situations (Antonio & Kurniawan, 2024). Resilience is also considered a measure of successful coping with stress (Connor & Davidson, 2003, as cited in Sakinah et al., 2024). Research by Mudrikah et al. (2023) shows that stress resilience contributes to improving employee career development. Similarly, Utama & Dwarawati (2023) found that in environments where employees experience burnout, stress resilience can influence career development. Conversely, Limin & Agustina (2025) argue that stress resilience does not influence career development. This is supported by Putriyani et al. (2025), who state that stress resilience management has a negative impact on career development.

This phenomenon shows that job burnout and stress resilience have not yet been effectively addressed or shown to significantly influence career development at PT. VIRQUARIA. Therefore, the company needs to enhance its capacity to manage job burnout and stress resilience in order to improve the relatively ineffective career development efforts. Suhartini (2021) states that the relationship between job burnout and career development may be influenced by work-life balance. Work-life balance has also been shown to mediate the relationship between stress resilience and career development (Dennira, 2020). Based on previous research findings, this study aims to include work-life balance as a mediating variable.

LITERATURE REVIEW

Job Burnout

According to (Sijabat & Hermawati, 2021), burnout is physical, mental, and emotional exhaustion that occurs due to prolonged stress involving high emotional strain. When this condition persists in the long term, individuals may experience exhaustion due to having given their maximum effort while receiving minimal appreciation (Ekhsan et al., 2022). As cited by (Zulkarnain & Setyaningrum, 2022), burnout is a condition where employees experience physical and emotional exhaustion as a result of excessive workload. Burnout is a form of fatigue caused by working too intensely, being overly dedicated and committed, and working excessively in terms of hours and effort (Sandora & Fahril, 2023).

Several factors contribute to burnout, such as unclear requirements, impossible demands, high-stress periods with no "down" time, and lack of personal control. According to (Chairina, 2019), the indicators of burnout include physical exhaustion, emotional exhaustion, mental exhaustion, and low personal accomplishment.

Stress Resilience

Etymologically, the word "resilience" comes from the Latin word *re-silere*, which means the capacity to recover or bounce back (Mitchell et al., 2019). According to (Busti et al, 2023), resilience is the human capacity to maintain psychological and physical functions in a balanced and normal way when facing adverse and life-threatening situations. Resilience is also an individual's ability to overcome and adapt to difficult events or problems in life (Muslimah et al., 2019).

According to (Reisnick et al, 2019), four factors influence individual resilience: self-esteem, social support, spirituality, and positive emotions. (Reivich & Shatte, 2018) describe seven aspects or indicators of resilience: emotional

regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and reaching out.

Career Development

According to (Putri & Pratiwi, 2024), career development is personal growth undertaken by an individual to achieve a career plan, and also development carried out by the personnel department to achieve a work plan in accordance with the organization's career path or hierarchy. Similarly, (Sari et al, 2023) state that career development is personal enhancement aimed at achieving a career plan and development by the HR department in alignment with the organizational structure.

(Sutrisno, 2017) defines career development as personal improvement efforts made to achieve a career plan. (Mu'ah, 2017) states that career development is a process of enhancing individual work capabilities to achieve desired career goals.

(Siagian, 2019) identifies several factors influencing employee career development, including job performance, loyalty to the organization, mentors and sponsors, subordinate support, and opportunities for growth. According to Sihotang (2014), the indicators of career development include organizational policy, job performance, educational background, training, work experience, organizational loyalty, and interpersonal communication.

Work-Life Balance

According to Lockwood (as cited in Aseptia & Maruno, 2017), work-life balance is the condition of maintaining equilibrium between the demands of work and personal life. Work-life balance refers to an individual's ability to fulfill work-related tasks while remaining committed to family and other non-work responsibilities.

Work-life balance is a broad concept that involves prioritizing both work (career and ambition) and life (happiness, leisure, family, and spiritual growth) (Rohmah & Budiarti, 2018). It is the effective management of work and

other important life activities such as family, community involvement, volunteer work, personal development, travel, and recreation.

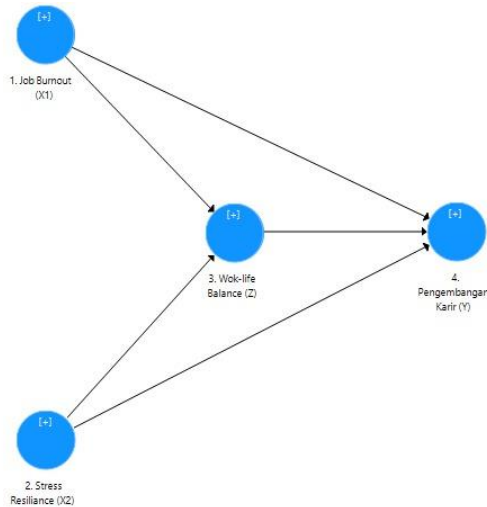


Fig 1. Conceptual Framework

RESEARCH METHOD

This research was conducted in Bekasi Regency targeting employees of PT. VIRQUARIA. The type of research used in this study is causal explanatory research that seeks to test the influence between variables in a structural model. According to (Amin et al., 2023), the population is the entire object/subject of the research, while the sample is part or a representative that has characteristics representing the population. The population in this study consists of all employees of PT. VIRQUARIA, numbering 200 people. The sampling technique used is cluster sampling, resulting in a sample of 90 people obtained from calculations using the Slovin formula. The results of the questionnaire were processed using the SmartPLS 3.0 analysis tool.

RESULT

PT. VIRQUARIA is a company engaged in the cleaning service sector, located in Bekasi Regency. This company provides cleaning services for various sectors such as offices,

shopping centers, public facilities, and industrial areas. With a large number of employees spread across various work locations, PT. VIRQUARIA is committed to providing professional and high-quality cleaning services.

Table 2. Description of Respondent Survey Results at PT. VIRQUARIA

Variable	Category	Number of Respondents	Percentage (%)
Career Development	Perceive Career Development	36	40%
	Do Not Perceive Career Development	54	60%
Job Burnout	High Burnout Level	62	68.90%
	Low Burnout Level	28	31.10%
Stress Resilience	High Resilience	33	36.70%
	Low Resilience	57	63.30%
Total Respondents		90	100%

Source: Processed data, 2025

Outer Model Analysis

The analytical method used in this study is the Partial Least Square (PLS) method using SmartPLS 3.0 software. The Outer Model Path design functions to connect the independent, mediating, and dependent variables.

Validity Test

The validity test is used to measure whether a questionnaire is valid. A questionnaire is considered valid if the questions are able to reveal what is intended to be measured (Ghozali, 2016:52). Validity can be tested by comparing the calculated r value with the r table with degrees of freedom (df) = 2. If the calculated r is greater than the r table and the value is positive, then the item/question/indicator is considered valid (Ghozali, 2016:53). Additionally, validity can also be assessed by its significance level; if the significance is less than 0.05, then the indicator is considered valid (Ghozali, 2016:55).

Table 3. Validity Test

Variable	Outer Loading	Description
Job Burnout (X1)		
X1-1	0.748	Valid
X1-2	0.890	Valid
X1-3	0.908	Valid
X1-4	0.831	Valid
X1-5	0.704	Valid
X1-6	0.521	Valid
X1-7	0.812	Valid
X1-8	0.895	Valid
Stress Resilience (X2)		
X2-1	0.739	Valid
X2-2	0.731	Valid
X2-3	0.750	Valid
X2-4	0.570	Valid
X2-5	0.773	Valid
X2-6	0.829	Valid
X2-7	0.587	Valid
X2-8	0.550	Valid
Career Development (Y)		
Y1-1	0.635	Valid
Y1-2	0.568	Valid
Y1-3	0.659	Valid
Y1-4	0.655	Valid
Y1-5	0.612	Valid
Y1-6	0.760	Valid
Y1-7	0.648	Valid
Y1-8	0.689	Valid
Work-life Balance (Z)		
Z1-1	0.516	Valid
Z1-2	0.564	Valid
Z1-3	0.599	Valid
Z1-4	0.592	Valid
Z1-5	0.783	Valid
Z1-6	0.590	Valid
Z1-7	0.744	Valid
Z1-8	0.773	Valid

Source: Processed data, 2025

Based on Table 3, it can be concluded that all variable values are > 0.5 , indicating that all variables have met the validity requirements and possess a high level of validity.

Reliability Test

Reliability is assessed through two methods: Cronbach's Alpha and Composite Reliability. A variable is considered reliable if the Cronbach's Alpha value is > 0.6 (Ghozali, 2006 in Hasrizal & Games, 2023).

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Description
Job Burnout (X1)	0.932	Reliable
Stress Resilience (X2)	0.875	Reliable
Work-life Balance (Z)	0.770	Reliable
Career Development (Y)	0.849	Reliable

Source: Processed data, 2025

Based on the table above, it can be concluded that all constructs have Cronbach's Alpha values > 0.6 , meaning all constructs meet the reliability criteria and are considered highly reliable.

Hypothesis Analysis

The hypothesis test results are shown in the Path Coefficient Table, which tests whether a hypothesis is accepted or rejected. The significance threshold is 5% with $t = 1.96$. If the t-statistic is greater than 1.96, the hypothesis is considered significant, H_0 is rejected, and H_a is accepted. The Path Coefficient Table is as follows:

Table 5. Path Coefficient

Relationship	Original Sample (O)	Sample Mean (M)	Std Dev (STDEV)	t-Statistic	p-Value
Job Burnout → Career Development	0.064	0.097	0.124	0.514	0.608

Stress Resilience → Career Development	0.320	0.335	0.110	2.904	0.004
Job Burnout → Work-life Balance	0.420	0.435	0.081	5.192	0.000
Stress Resilience → Work-life Balance	0.338	0.316	0.161	2.102	0.036
Work-life Balance → Career Development	0.212	0.209	0.085	2.486	0.003
Job Burnout → Work-life Balance → Career Dev.	0.138	0.140	0.074	2.867	0.002
Stress Resilience → Work-life Balance → Career Dev.	0.103	0.116	0.109	2.136	0.025

Source: Processed data, 2025

Based on the data analysis using SmartPLS 3.0, several important findings emerged. First, Job Burnout does not have a significant effect on Career Development as the p-value is 0.608 (> 0.05), even though the path coefficient shows a positive direction (0.064). On the other hand, Stress Resilience has a significant effect on Career Development (coefficient = 0.320; $p = 0.004$), indicating that higher stress resilience is associated with better career development. Furthermore, Job Burnout significantly affects Work-life Balance (coefficient = 0.420; $p = 0.000$), as does Stress Resilience (coefficient = 0.338; $p = 0.036$). This shows that both burnout and resilience levels play a crucial role in maintaining a balance between work and personal life.

Additionally, Work-life Balance has a positive and significant effect on Career Development (coefficient = 0.212; $p = 0.003$), meaning that a good work-life balance supports career growth. Interestingly, although the direct effect of Job Burnout on Career Development is not significant, the indirect effect through Work-life Balance is significant (coefficient = 0.138; $p = 0.002$), indicating a mediating effect. A similar pattern is observed for Stress Resilience affecting Career Development through Work-life Balance (coefficient = 0.103; $p = 0.025$).

Thus, Work-life Balance acts as a mediator in the relationship between Job Burnout and Stress Resilience on Career Development, even though the direct effect of burnout is not significant.

DISCUSSION

Based on the descriptive results of the respondents' answers, the majority of employees at PT. VIRQUARIA do not perceive the existence of career development (60%), while the level of job burnout is quite high (68.9%). This indicates that most employees experience high levels of work fatigue, likely caused by heavy workloads, monotonous routines, and a lack of personal development prospects within the organization. Such conditions lead to decreased work motivation, which ultimately hampers individual career progression. This high level of job burnout can reduce employees' productivity and initiative in developing their competencies.

However, the analysis results show that job burnout does not have a significant effect on career development. This can be empirically explained by the possibility that, despite experiencing burnout, employees may remain engaged in their work due to economic needs, or because a stagnant career system makes burnout insufficient as a direct driver or barrier to career advancement.

On the other hand, stress resilience levels are mostly low (63.3%), indicating that many employees have not yet developed strong capabilities in managing work-related stress. Nevertheless, the research findings indicate that stress resilience significantly influences career development, suggesting that employees who are able to withstand pressure can remain focused on long-term goals and actively seek development opportunities, even in challenging work environments.

These findings align with the study by Bakker et al. (2017), which states that job burnout does not significantly affect career development. The results are also supported by Andarini (2018), who notes that burnout only impacts careers when accompanied by severe stress. However, the findings contrast with Fetter (2022) and Mäkikangas et al. (2021), who claim that job burnout has a positive and significant influence on career development.

In terms of stress resilience, this study is supported by Antonio & Kurniawan (2024) and Utama & Dwarawati (2023), who found that stress resilience significantly affects career development. Nonetheless, this study differs from Limin & Agustina (2025) and Sakinah et al. (2024), who state that stress resilience does not have a significant influence.

The mediating role of work-life balance is also reinforced by Novitasari & Dessyarti (2022) and Aseptia & Maruno (2017), who argue that work-life balance can mediate the relationship between job burnout and career development. However, there are conflicting findings from another study by Novitasari & Dessyarti (2022), which states that the effect remains negative and insignificant even with mediation.

The finding that work-life balance mediates the relationship between stress resilience and career development is also in line with Darmawan et al. (2018) and Ainun (2022). However, Anggreni & Budiani (2021) argue that work-life balance has a negative influence as a mediator in that relationship.

CONCLUSSION

Based on the results of the research conducted, it can be concluded that job burnout does not have a significant impact on employee career development. However, job burnout has been shown to significantly affect work-life balance, indicating that levels of work fatigue can influence the extent to which individuals can maintain a balance between work and personal life. Conversely, stress resilience does not show a direct significant influence on career development, but it does have a significant impact on work-life balance. This finding emphasises that resilience to stress is important for shaping work-life balance, although it does not directly drive career development. Moreover, work-life balance has a positive and significant effect on career development, but it has not been proven to mediate the relationship between job burnout or stress resilience and career development.

Based on the findings of this study, it is recommended that the management of PT. VIRQUARIA pay more attention to the factors affecting employees' work-life balance. Although job burnout does not directly affect career development, its impact on work-life balance indicates that managing work stress should remain a priority. The company might consider implementing psychological support programmes, workload management, and stress management training to minimise burnout. Additionally, since stress resilience has been shown to contribute to work-life balance, it is important for the organisation to develop individual resilience through mental training, motivational coaching, and the creation of a supportive work environment. Considering that work-life balance plays a crucial role in promoting career development, policies supporting work flexibility, adequate breaks, and the balance between work demands and personal life should be a priority. These measures are expected to indirectly enhance the quality and sustainability of employee career development.

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