



*Psikoislamedia: Jurnal Psikologi*

## **Work Stress as a Mediator between Work-Family Conflict and Work Burnout among Female Employees in the Garment Industry**

Zulfa Rahmalia<sup>1\*</sup>, Maharani Tyas Budi Hapsari<sup>2</sup>

<sup>1\*</sup>Program Studi Psikologi Islam, UIN Raden Mas Said Surakarta, Indonesia.

email: [zulfarahmalia1601@gmail.com](mailto:zulfarahmalia1601@gmail.com)

<sup>2</sup>Program Studi Psikologi Islam, UIN Raden Mas Said Surakarta, Indonesia.

email: [maharani.tyas@staff.uinsaid.ac.id](mailto:maharani.tyas@staff.uinsaid.ac.id)

<b>Psikoislamedia: Jurnal Psikologi</b>	: Volume 11 Issue 1 2026
<b>ISSN</b>	: 2503-3611 (Print)   2548-4044 (Online)
<b>This article's doi</b>	: <a href="https://doi.org/10.22373/psikoislamedia.v11i1.33759">https://doi.org/10.22373/psikoislamedia.v11i1.33759</a>
<b>Website</b>	: <a href="https://jurnal.ar-raniry.ac.id/index.php/Psikoislam">https://jurnal.ar-raniry.ac.id/index.php/Psikoislam</a>
<b>Address</b>	: Jalan Syeikh Abdur Rauf, Kopelma Darussalam, Banda Aceh, 23111
<b>Email</b>	: <a href="mailto:psikoislamedia@ar-raniry.ac.id">psikoislamedia@ar-raniry.ac.id</a>
<b>Phone</b>	: +62 812 6981 7255

### **How to Cite:**

Rahmalia, Z., & Hapsari, M.T.B. (2026). Work Stress as a Mediator between Work-Family Conflict and Work Burnout among Female Employees in the Garment Industry. *Psikoislamedia: Jurnal Psikologi*, 11(1), 145-159.

---

Corresponding Author: <sup>1\*</sup>**Zulfa Rahmalia**, Program Studi Psikologi Islam, UIN Raden Mas Said Surakarta, Indonesia. Email: [zulfarahmalia1601@gmail.com](mailto:zulfarahmalia1601@gmail.com)

## **Work Stress as a Mediator between Work-Family Conflict and Work Burnout among Female Employees in the Garment Industry**

**Abstract:** This study was conducted to examine the importance of work stress in explaining the relationship between work-family conflict and work burnout among female employees in the garment industry. High work demands and family roles make female employees prone to work fatigue, so work-family conflict is expected to increase work burnout through work stress. This study used a quantitative approach with 114 female employees who were housewives working in the production department of the garment industry as subjects. Data were collected using the work-family conflict scale, job stress scale, and Maslach Burnout Inventory (MBI) scale, which had been adapted to the research context. Data analysis was performed using the Hayes PROCESS Macro Model 4 with the help of IBM SPSS version 22. The results showed that work-family conflict had a significant effect on work stress and work burnout, and work stress acted as a partial mediator in this relationship. These findings emphasize the importance of organizational and social support in helping female employees balance their work and family roles.

**Keywords:** *Female employee, garment industry, work burnout, work-family conflict, work stress.*

## **Stres Kerja sebagai Mediator antara Konflik Kerja-Keluarga dan Burnout Kerja pada Karyawan Perempuan di Industri Garmen**

**Abstrak:** Penelitian ini dilakukan untuk mengkaji pentingnya peran *work stress* dalam menjelaskan hubungan antara *work-family conflict* dan *work burnout* pada karyawan wanita industri garmen. Tingginya tuntutan kerja dan peran keluarga menjadikan karyawan wanita rentan mengalami kelelahan kerja, sehingga *work-family conflict* diperkirakan meningkatkan *work burnout* melalui *work stress*. Penelitian ini menggunakan pendekatan kuantitatif dengan subjek sebanyak 114 karyawan wanita berstatus ibu rumah tangga yang bekerja di bagian produksi industri garmen. Data dikumpulkan menggunakan skala *work-family conflict*, *job stress*, dan Maslach Burnout Inventory (MBI) yang telah disesuaikan dengan konteks penelitian. Analisis data dilakukan menggunakan PROCESS Macro Model 4 Hayes dengan bantuan IBM SPSS versi 22. Hasil penelitian menunjukkan bahwa *work-family conflict* berpengaruh signifikan terhadap *work stress* dan *work burnout*, serta *work stress* berperan sebagai mediator parsial dalam hubungan tersebut. Temuan ini menegaskan pentingnya dukungan organisasi dan sosial dalam membantu karyawan wanita menyeimbangkan peran kerja dan keluarga

**Kata Kunci:** *Industri garmen, karyawan wanita, work burnout, work-family conflict, work stress*

## Introduction

The development of the modern workplace is characterized by increasing demands for productivity and work intensity. Industrial competition drives companies to work quickly, efficiently, and with maximum productivity. These conditions often increase work demands and pressure on employees, which can potentially drain their physical and emotional energy (Sari et al., 2025). As a result, most of the employees' energy is absorbed by work, and resources for personal life become limited. This leads to ambiguity in the boundaries between employees' work and personal lives.

Optimal employee performance is achieved when employees work in conditions that support productivity and psychological well-being (Nareswari et al., 2024). However, when work pressure continues without being addressed, it will have an impact on the psychological well-being of employees. One of the most common effects is burnout, a condition of physical and emotional exhaustion caused by chronic work stress that is not taken seriously. Work burnout not only harms employees but also impacts the company, such as decreased employee performance, desire to leave the job, and failure to achieve production targets (Mukuan, 2025). Therefore, work burnout is considered a serious problem, not only from the perspective of employees but also as a company issue with long-term consequences.

The phenomenon of work burnout has become a serious problem in the world of work. The World Health Organization (WHO), as cited in Ratnasari's research, (2023), defines burnout as a phenomenon of work exhaustion that is classified in the latest international disease classification as a chronic stress syndrome due to work that has not been successfully managed. Similar studies also note several surveys showing high levels of work burnout around the world, such as in Malaysia, 58% of workers experience work burnout, and around 3,000 workers in Singapore, Indonesia, and the Philippines show that around 50% experience work burnout. This data shows that work burnout is a real problem faced by workers in various countries.

Burnout is also commonly found in various employment sectors in Indonesia. Research (Talibo et al., 2024) shows that 77.1% of workers experience work burnout. A similar situation is experienced by private sector employees in South Jakarta, where 40.3% experience work burnout (Angelia & Simanjorang, 2024). Wedha et al., (2023) also found that 68.7% of civil servants (PNS) in Bali experience work burnout. These findings provide evidence that work burnout is not only a global phenomenon but also occurs in various sectors of the Indonesian workforce.

The risk of work burnout is becoming increasingly complex in the garment industry. This industry is a labor-intensive sector with strict production targets and long working hours. Meanwhile, the majority of workers in this industry are women, most of whom are married and have family responsibilities. Not only are they required to meet high production targets and work long hours, female employees must also continue to carry out their domestic responsibilities at home (Rozana & Purnama, 2022). This situation leads to work-family conflict, which is a condition where the demands of work and family conflict with each other (Greenhaus & Beutell, 1985).

For female employees, especially those who are married and have family responsibilities, the potential for work-family conflict is relatively higher (Cahyadi, 2023). This is because women are more often faced with dual roles, namely as professional workers at work and as mothers and wives at home. In the context of the garment industry, high workloads, long working hours, and strict shift systems can exacerbate this condition. As a result, many female employees experience

psychological fatigue, difficulty managing their time, and increased emotional pressure (Effendy & Sarianti, 2025).

This imbalance between work and family demands can cause work stress. Work stress occurs when individuals feel that work demands exceed their abilities and resources to cope with them (Ilmiyah & Anshori, 2025). This includes demands to balance work and family roles that exceed the limits of one's resources and energy. Work-family conflict can increase role burdens and accelerate energy depletion, making individuals more vulnerable to work stress (Kartini, 2024). If work stress persists and is not managed properly, it can develop into work burnout. Thus, theoretically and methodologically, work stress acts as a psychological mechanism that bridges work-family conflict and work burnout (Febryanti et al., 2023). This means that the higher the level of work-family conflict, the greater the work stress felt. Ultimately, this work stress increases the risk of work burnout.

Work burnout is also exacerbated by the fact that female employees face difficulties in balancing their work and family roles. A total of 18 female employees (72%) reported significant difficulties in dividing their time between the demands of work and their responsibilities at home, especially caring for children and managing the household. Long working hours and overtime result in very limited quality time with family. This also impacts the limited energy available to fulfill their dual roles. These findings indicate that work burnout is a real problem experienced by female employees in the garment industry due to work-family conflict that increases work stress.

Research related to the phenomenon of work burnout and related variables has been extensively studied, but in different contexts. Several studies examine burnout without involving work-family conflict or work stress, such as the study by Rosada et al. (2023) on Disperpusip employees. The study by Lineuwih et al. (2022) also did not focus on the garment industry and did not place work stress as a mediator. Another study, such as Felix (2024) highlights the influence of workload and work stress on burnout among hotel employees without linking work-family conflict and without placing work stress as a mediator. This is in contrast to the study by Ramadhi et al. (2021) which examined work-family conflict on work burnout with work stress as a mediator among non-civil servant employees, but did not focus specifically on female employees in the garment industry and the results of work stress did not mediate. Apipah & Harsant, (2025) examined the influence of work-family conflict and workload on working mothers' fatigue but did not explore the mediating role of work stress and did not focus on the garment industry.

These studies conclude that there is still a research gap in terms of context and model. The garment industry, as a labor-intensive sector dominated by married female employees, has received relatively little attention, even though this group is vulnerable to fatigue due to the demands of their dual roles. Furthermore, previous research findings on the role of work stress as a mediator still show mixed results, necessitating a re-examination of the mediation model in different contexts.

This issue attracted the author's attention to examine research aimed at analyzing the mediating role of work stress in the relationship between work-family conflict and work burnout among female employees in the garment industry. Theoretically, this study is expected to enrich the literature on psychology, particularly regarding the mechanisms of work burnout among female employees. Practically, the results of this study are expected to serve as a basis for companies in designing human resource management policies that prioritize employee welfare, especially female employees who also play the role of homemaker.

## Methods

The method used in this study is a quantitative approach with a cross-sectional design, which is data collection conducted at a specific time. This design was chosen to test the relationship between variables with the mediating role of work stress in the relationship between work-family conflict and work burnout, but it is not intended to draw general causal conclusions.

The population of this study was all female employees who were housewives in garment industry A, totaling 160 people. The sampling technique used was purposive sampling, considering that this group had a relatively high risk of experiencing work-family conflict. The criteria for respondents included: 1) female employees; 2) married; 3) have children; 4) work in the production division; 5) have worked in the garment industry for at least 1 year. Based on calculations using the Slovin formula with a 5% margin of error, a sample of 114 respondents was obtained.

$$n = \frac{N}{1 + N \cdot e^2}$$

$n$  = jumlah sample

$N$  = jumlah populasi

$e$  = tingkat kesalahan

Calculation result:

$$n = \frac{160}{1 + 160 \cdot 0,05^2} \quad n = 114$$

Data collection was conducted using paper-based questionnaires that were distributed directly to respondents. Before filling out the questionnaire, respondents were given an explanation of the research objectives and asked to provide informed consent to participate in the study. Researchers guaranteed the confidentiality of respondent data and stated that participation was voluntary.

All instruments were arranged in a 5-point Likert scale, with a range of answers from 1 (Very disagree) to 5 (Very agree). The work-family conflict variable was measured using the work-family conflict scale developed by Netemeyer et al., (1996). The researchers modified the scale to suit the context of the research respondents. This scale consists of 22 items with a Cronbach's alpha reliability value of 0.947. Meanwhile, the work stress variable was measured using the job stress scale. The researchers modified the scale from Hadiyanti & Sari, (2025) which was adapted from the Parker & DeCotiss (1983) scale. This scale was modified to suit the context of the research respondents' needs. This scale consists of 39 items with a Cronbach's alpha reliability value of 0.977.

Work Burnout was measured using the Maslach Burnout Inventory (MBI) scale developed by Maslach & Jackson (1986). This instrument was further developed by Widhianingtanti & van Lujtelaar (2022) and then modified by the researchers to suit the needs of the research respondents. This scale consists of 18 items with a Cronbach's alpha reliability value of 0.968. The entire instrument has undergone item-total validity testing and meets statistical acceptance criteria.

Data analysis was performed using IBM SPSS Statistics version 22. Data analysis was carried out in several stages, including descriptive analysis to describe the characteristics and trends of each research variable. Next, classical assumption tests were conducted, including tests of normality, linearity, multicollinearity, and heteroscedasticity to ensure the suitability of the regression model

used. The mediating role of work stress was tested using the PROCESS Macro Model 4 Hayes. The mediating effect was declared significant if the confidence interval did not exceed zero

## Result

### Demographic Data

The research response is 114 people with a total of female gender (100%). The age of the majority respondent is at 41 -45 years (32.4%), followed by the age of 36-40 years (26.3%), then 31-35 years (24.6%) and the last 25-30 years (16.7%). All respondents are married and the majority has 2 children (55.3%). Based on working period, the majority of responders have been working for 1-5 years (41.2%). Most respondents go to final education with a SLTP level (53.5%).

**Table 1.**

*Demographic Data*

Category	Description	Frequency	Presentage %
Gender Age (Years)	Female	114	100%
	25-30	19	16,7%
	31-35	28	24,6%
	36-40	30	26,3%
	41-45	37	32,4%
Number of Children	1	34	29,8%
	2	63	55,3%
	3	17	14,9%
Length of Employment	1-5	47	41,2%
	6-10	30	26,3%
	11-20	30	26,3%
	>20	7	6,1%
Highest Level of Education	SLTP	61	53,5%
	SLTA	53	46,5%
Marital Status	Married	114	100%

### Descriptive Data of Respondents

The results of the descriptive analysis found that the work-family conflict variable had a minimum value of 50 and a maximum of 85, with an average of 64.72 and a standard deviation of 7.29. Based on this score range, the level of work-family conflict among respondents was in the moderate category. The work stress variable had a minimum value of 85 and a maximum of 125, with an average value of 100.89 and a standard deviation of 8.47, indicating that the work stress experienced by respondents was in the moderate category. Meanwhile, the work burnout variable has a minimum value of 35 and a maximum of 61, with an average value of 41.74 and a standard deviation of 4.64, which is lower than the other variables (see Table 2).

**Table 2.**

*Descriptive Data of Respondents*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work-Family Conflict	114	50	85	64.72	7.298
Work Stress	114	85	125	100.89	8.468

Work Burnout	114	35	61	45.27	4.174
--------------	-----	----	----	-------	-------

### Variable Level Categorization Data

Respondent scores were analyzed to describe trends in work-family conflict, work stress, and work burnout levels. The score distribution results show that the respondents' level of work-family conflict is generally in the moderate category (36.0%). The respondents' scores are also dominated by the moderate level (64.9%) for the work stress variable. Similarly, the work burnout variable is dominated by the moderate level (64.9%).

**Table 3.**

*Categorization of Respondent Scores on the Work Family Conflict Variable*

Category	Score	Frequency	Percentage
Very Low	$\leq 53,773$	4	3.5
Low	$53,773 < X \leq 61,071$	39	34.2
Moderate	$61,071 < X \leq 68,369$	42	36.8
High	$68,369 < X \leq 75,667$	22	19.3
Very High	$75,667 < X$	7	6.1
<b>Total</b>		<b>114</b>	<b>100.0</b>

**Table 4.**

*Categorization of Respondent Scores on the Work Stress Variable*

Category	Score	Frequency	Percentage
Very Low	$\leq 88,188$	2	1.8%
Low	$88,188 < X \leq 96,656$	39	34.2
Moderate	$96,656 < X \leq 105,124$	41	36.0
High	$105,124 < X \leq 113,592$	20	17.5
Very High	$113,592 < X$	12	10.5
<b>Total</b>		<b>114</b>	<b>100.0</b>

**Table 5.**

*Categorization of Respondent Scores on the Work Burnout Variable*

Category	Score	Frequency	Percentage
Very Low	$\leq 32,568$	0	0
Low	$32,568 < X \leq 41,036$	21	18.4
Moderate	$41,036 < X \leq 49,506$	74	64.9
High	$49,506 < X \leq 57,972$	18	15.8
Very High	$57,972 < X$	1	0.9%
<b>Total</b>		<b>114</b>	<b>100.0</b>

To determine the variation in work-family conflict, work stress, and work burnout levels based on respondent characteristics, a descriptive analysis was conducted according to age, length of employment, and highest level of education. The presentation of results focused on the most dominant categories in each respondent group, while the complete distribution is presented in the appendix. In all age groups, respondents had low to moderate levels of work-family conflict, with the dominant level being in the moderate category for respondents aged 30 years and above. Meanwhile, work stress showed a low to moderate pattern, with the moderate category being more

dominant among respondents aged 25-35 years. This was slightly different from work burnout, which was relatively consistent in the moderate category across all age groups.

**Table 6.**

*Dominant Categorization of Variables Based on Age*

Age (Years)	WFC	Work Stress	Work Burnout
25	Low	Moderate	Moderate
31-35	Moderate	Moderate	Moderate
36	Low/Moderate	Low	Moderate
41-45	Moderate	Low	Moderate

Work-family conflict based on length of employment shows that the majority of all groups are at low and moderate levels. The level of work stress among respondents is also dominated by low to moderate levels. Respondents with 1-10 years of employment are at a low level, while respondents with longer employment are at a moderate level of work stress. Work burnout in all employment groups is in the moderate category.

**Table 7.**

*Dominant Categorization of Variables Based on Length of Employment*

Length of Employment (Years)	WFC	Work Stress	Work Burnout
25	Low	Moderate	Moderate
31-35	Moderate	Moderate	Moderate
36	Low	Low	Moderate
41-45	Moderate	Low	Moderate

Judging by the last level of education, work-family conflict on graduates of SLTP and SLTA are dominated by the medium category. Work stress SLTP graduates tend to be in low categories while SLTA graduates are in the medium category. Contrary to work burnout that shows the entire category of the last education level in the medium category.

**Table 8.**

*Dominant Categorization of Variables Based on length of last education*

Education	WFC	Work Stress	Work Burnout
25	Low	Moderate	Moderate
31-35	Moderate	Moderate	Moderate

### Classic Assume Test

Before conducting mediation analysis, the data was tested through classical assumption tests, including normality, linearity, multicollinearity, and heteroscedasticity tests. The normality test results show that the residual data are normally distributed ( $p=0.200$ ). The linearity test shows a linear relationship, namely significant linearity ( $p<0.005$ ) Deviation from Linearity ( $p \geq 0.05$ ). The multicollinearity test shows a tolerance value of 0.0888 and a VIF of 1.127. The heteroscedasticity test shows a significant value  $> 0.05$ . All tests show that the data meets all regression analysis assumptions, making it suitable for testing the mediation model using the PROCESS Macro model 4 Hayes.

## Hypothesis Testing

Hypothesis testing in this study was conducted to test the truth or validity of an assumption in order to draw objective conclusions from the data. Mediation analysis was performed using Hayes' PROCESS Macro 4 with the help of IBM SPSS 22 to link the four hypotheses. Hypothesis 1 was tested to determine whether there was a significant effect between the work-family conflict variable and work stress. Based on the analysis results, a regression coefficient value of  $\beta = 0.389$  with  $t = 3.766$  and  $p = 0.003$  ( $p < 0.05$ ) was obtained. Thus, the hypothesis was accepted.

Hypothesis 2 tests whether work-family conflict has a direct effect on work burnout. Based on the hypothesis test results, a coefficient value of  $0.3583$ ,  $t = 8.5076$ , and  $p = 0.0000$  ( $p < 0.05$ ) was obtained. The results show that the hypothesis is accepted. Meanwhile, hypothesis 3 tests the direct effect between work stress and work burnout. The data analysis results obtained a coefficient value of  $0.113$ ,  $t = 3.038$ , and  $p = 0.003$  ( $p < 0.05$ ). This means that the hypothesis is accepted.

The next test analyzed whether work stress mediates the relationship between work-family conflict and work burnout. The results of testing the indirect effect of work-family conflict on work burnout through work stress had a value of  $\text{Effect} = 0.0439$ , with a 95% confidence interval (LLCI =  $0.0065$ ; ULCI =  $0.1018$ ) that did not exceed 0. When the work stress variable was included in the model, the effect of work-family conflict on work burnout remained significant because it had a coefficient of  $\beta = 0.3144$ ,  $p > 0.001$ . This shows that work stress acts as a partial mediator in the relationship between work-family conflict and work burnout.

**Tabel 9.**

### *Hypothesis Testing*

Variabel	Coefficient (B)	Std. Error	t	p	Note
Work-Family Conflict → Work Stress (a)	0,3890	0,1033	3,7659	0,0003	Significant
Work Stress → Work Burnout (b)	0,1130	0,0372	3,0381	0,0030	Significant
Work-Family Conflict → Work Burnout (c)	0,358	0,042	8,508	0,000	Significant
Work-Family Conflict → Work Burnout (c')	0,314	0,043	7,286	0,000	Significant

**Tabel 10.**

### *Indirect Effects*

Type of Effect	Effect	BootSE	LLCI	ULCI
Work-Family Conflict → Work Stress → Work Burnout	0,0439	0,0248	0,0065	0,1018

## Discussion

This study focuses primarily on examining the role of work stress as a mediator between work-family conflict and work burnout among female employees in the garment industry, a labor-intensive sector with high potential for work burnout but which has been relatively understudied. In addition to testing the mediation model, this study also explains the influence of work-family

conflict on work burnout, work-family conflict on work stress, and work stress on work burnout. Variations in various variables from different categories are also discussed in this study.

Research findings prove that work-family conflict has a significant effect on work burnout. These findings indicate that conflicts arising between work and family roles can directly trigger emotional and physical exhaustion. In Conservation of Resources (COR) theory, work-family conflict is described as a condition of resource depletion, particularly time, physical energy, and emotional energy. Female employees in the garment industry lose resources due to work demands, long working hours, strict production targets, and domestic responsibilities in their families. Continuous role conflict will cause a loss of resources, resulting in physical and emotional exhaustion that leads to work burnout. These findings are in line with Sanjiwani et al., (2023) where work-family conflict increases symptoms of work burnout such as fatigue, boredom, lack of enthusiasm, and lethargy at work. Purnama & Thahir, (2023) support the findings of work burnout due to high work-family conflict among female employees. This condition not only drains the individual's energy but also impacts organizational productivity due to a decline in employee performance.

This study also shows that work-family conflict has a significant effect on work stress among female employees in the garment industry. Women who work spend most of their time completing their work, leaving limited time for their families. The imbalance between these two roles causes female employees to feel that their time is limited, giving rise to negative perceptions that ultimately increase work stress (Alifah & Anwar, 2023). These findings are in line with the research by Tyfani et al., (2024) which shows that work-family role conflict among female employees affects their level of work stress. Research by Cholifah et al., (2025) supports this finding, stating that dual role demands, such as household obligations before work and high workloads at the company, create continuous pressure that triggers physical and emotional fatigue, thereby reinforcing the emergence of work stress.

Work stress has been proven to have a significant effect on work burnout. Continuous work stress accelerates physical and emotional exhaustion. This finding is in line with Parashakti & Ekhsan, (2022) which shows that high work stress consistently increases work burnout. Employees who face heavy work demands, accumulated tasks, and time pressure tend to experience continuous psychological pressure, which triggers the emergence of work burnout. Situmorang et al., (2025) also emphasize that work stress is the most consistent risk factor in predicting the occurrence of work burnout. Research by Husna & Sarianri, (2025) reinforces that continuous stress will cause physical and emotional fatigue. Not only does it reduce motivation and job satisfaction, but it also reduces individual well-being.

Work stress has also been shown to play a partial mediating role in the relationship between work-family conflict and work burnout. This means that work-family conflict still has an influence on work burnout even when work stress is included in the model. Among female employees in the garment industry, role conflict can directly trigger fatigue due to limited rest time, heavy workloads, and constant physical demands, compounded by domestic responsibilities. Although only contributing partially, the role of work stress as a mediator is still significant. This is in line with the findings of Bulan, (2022), who explained that role imbalance can trigger work stress, which will then have an impact on emotional exhaustion and decreased employee performance. Nevertheless, work-family conflict still has a direct influence on work burnout. This differs from the research by

Ramadhi et al., (2021) which did not find an effect of work-family conflict on work burnout. The sector studied had lower physical demands and was more flexible, resulting in differences from the context of labor-intensive sectors such as the garment industry.

The results also show that the combination of work-family conflict and work stress contributes significantly to the emergence of work burnout. In line with Filayanti, (2022) research, which states that these two variables are critical factors that cause work fatigue in employees. This is supported by Khusna & Nurhayati, (2024) who found that dual role conflict is a strong predictor of fatigue. emotional exhaustion due to role demand imbalance. However, there are still around 56.1% of other factors that cause work burnout outside the context of this study. As explained in the study by Astuti et al., (2022) there are other factors that influence burnout, such as length of service, workload, and social support. Thus, this study confirms that work-family conflict has the potential to cause work burnout either directly or through increased work stress.

Based on age, female employees over the age of 30 mostly experience moderate work-family conflict. Role demands increase with age without any reduction, which triggers this conflict. Meanwhile, work stress is moderate in the 25-35 age group. These findings reflect the early to mid-career phase, which demands adaptation and performance (Fajar & Mulyaningsih, 2025). In contrast to these two variables, work burnout shows a relatively consistent pattern in the moderate category across all age groups. This indicates that fatigue can occur in anyone regardless of age.

In terms of length of service, work-family conflict and work stress across various lengths of service were in the low to moderate categories. Work stress experienced by female employees with 1-10 years of service tended to be moderate. In contrast, those with longer periods of service tended to experience low levels of work stress. These findings explain that female employees with shorter tenure require more work adaptation and resource management efficiency compared to employees with longer tenure (Anggraini, 2024). Meanwhile, work burnout remains consistent regardless of employee tenure.

Based on the level of education, the work-family conflict experienced by female employees with junior high school and high school degrees is in the moderate category. This shows that the level of education does not have a significant impact on the role conflict experienced by female employees. The level of work stress among junior high school graduates tends to be in the low category, while high school graduates are in the moderate category. This finding is associated with the mismatch between work expectations and reality in the field. Employees with higher education levels have expectations of obtaining better positions, but these are often not fulfilled (Raihan et al., 2025). Meanwhile, work burnout remains consistently in the moderate category for all levels of final education. This reinforces the finding that work burnout is more influenced by job characteristics than individual characteristics (Gifariani & Asruni, 2021).

## **Conclusion**

This study shows that work-family conflict has a significant effect on work stress. The higher the conflict between work and family demands, the higher the level of work stress experienced. In addition, work stress has been shown to have a significant effect on work burnout, where constant pressure causes physical and emotional exhaustion and a decline in work motivation. Work stress has also been proven to partially mediate the relationship between work-family conflict and work burnout, meaning that work-family conflict can cause work burnout

directly or indirectly through increased work stress. Role conflict is a source of decreased psychological resources that triggers work burnout without necessarily being mediated by the work stress experienced by employees. However, overall, the combination of work-family conflict and work stress still has a major influence on the emergence of work burnout.

### Suggestion

Based on the results of the research obtained, there are several suggestions that can be given. For female employees, it is recommended to develop strategies to minimize conflicts between family and work roles, such as organizing work and family schedules in a more planned manner, communicating the constraints of dual roles to relevant parties in the company, and utilizing social support from family or coworkers. Steps These steps are expected to reduce work stress levels and prevent work burnout.

For companies, it is hoped that they can create a more supportive work environment through policies that pay attention to work-life balance, such as adjusting workloads, providing flexibility in working hours, and providing counseling and stress management training programs. In addition, it is important for management to foster a supportive work culture among employees.

This study has several limitations, including the use of a cross-sectional design, which means it cannot identify changes in the dynamics of work-family conflict, work stress, and work burnout over time. The self-report instruments used in this study also have the potential to cause respondent subjectivity bias. Data collection was only conducted at two company locations, so the results are not generalizable.

In line with these limitations, future researchers are advised to use a longitudinal design in order to gain a deeper understanding of the relationships between variables. In addition, future researchers can add moderating variables such as perceived organizer support or individual characteristics and involve several company locations so that the research results are more generalizable.

### References

- Alifah, A. F., & Anwar, H. (2023). Work-Family Conflict Dan Tingkat Stres Kerja Pada Ibu Bekerja Yang Mengalami Long Work Hours. *PESHUM : Jurnal Pendidikan, Sosial Dan Humaniora*, 3(1), 135. <https://ulilalbabainstitute.id/index.php/PESHUM/article/view/2650>
- Angelia, M., & Simanjorang, C. (2024). Hubungan Work-Family Conflict Terhadap Burnout Syndrome Pada Pegawai Swasta Jakarta Selatan Tahun 2024. *Jurnal Kesehatan Tambusai*, 5(3), 10017. <https://journal.universitaspahlawan.ac.id/index.php/jkt/article/download/31673/23344/117402>
- Anggraini, Y. (2024). Psikologi Keluarga Dinamika Hubungan Dan Pola Asuh. *Circle Archive*, 1(4), 1–16. <https://Ejournal.Uniramalang.Ac.Id/Index.Php/Dialektika/Article/Download/484/732>
- Apipah, & Harsant, I. (2025). Pengaruh Work Family Conflict Dan Workload Terhadap Burnout Pada Ibu Pekerja : Studi Kasus Di Perusahaan Multinasional. *JISPENDIORA: Jurnal Ilmu Sosial, Pendidikan Dan Humaniora*, 4(3), 257. <https://jurnal-stiepari.ac.id/index.php/jispendiora/article/view/3112?articlesBySimilarityPage=3>
- Astuti, D. A., Heryana, A., Nabila, A., & Kusumaningtiar, D. (2022). Faktor-Faktor Yang Mempengaruhi Burnout Pada Tenaga Kesehatan Instalasi Pelayanan Radiologi Dan Kedokteran Nuklir Rsupn Cipto Mangunkusumo Tahun 2021. *Jurnal Kesehatan Masyarakat*

<https://ejournal3.undip.ac.id/index.php/jkm/article/view/32004>

- Bulan, T. R. N. (2022). Pengaruh Konflik Dan Ambiguitas Peran Terhadap Kepuasan Kerja Dimediasi Oleh Kelelahan Emosional. *DIALEKTIKA: Jurnal Ekonomi Dan Ilmu Sosial*, 7(1), 82. <https://ejournal.uniramalang.ac.id/index.php/dialektika/article/download/484/732>
- Cahyadi, A. (2023). Gambaran Work Family Conflict Pada Karyawan Dengan Pasangan Yang Bekerja. *Jurnal Ilmiah Psikologi*, 1(1), 3. <https://ejournal.uksw.edu/jwp/article/view/10035>
- Cholifah, S., Jufri, A., & Yuianty, P. D. (2025). Pengaruh Work-Family Conflict Terhadap Withdrawal Behavior Dengan Stres Kerja Sebagai Mediasi Pada Karyawan Di Cv. Modena Rattan Cirebon. *JURMIE: Jurnal Riset Multidisiplin Edukasi*, 2(7), 1071. <http://ojs.unud.ac.id/index.php/manajemen/article/view/112240>
- Effendy, A., & Sarianti, R. (2025). Pengaruh Work-Family Conflict Terhadap Psychological Well-Being Perawat Yang Bekerja Di RSUP Dr. M. Djamil Padang Melalui Work-Life Balance. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 5(1), 630. <https://researchhub.id/index.php/jaem/article/view/7689>
- Fajar, O., & Mulyaningsih, H. (2025). Dinamika Adaptasi Sosial Pada Mahasiswa Yang Bekerja Paruh Waktu. *TRILOGI: Jurnal Penelitian Ilmu Sosial Dan Eksakt*, 5(1), 53–54. <https://trilogi.pubmedia.id/index.php/trilogi/article/view/1678>
- Febryanti, R., Damayanti, D. D., & Alamanda, K. P. (2023). Pengaruh Stres Kerja Terhadap Burnout Karyawan Generasi Y Universitas Muhammadiyah Kalimantan Timur. *Scema*, 8(1), 13. <https://ejournal.unisba.ac.id/index.php/schema/article/view/11672>
- Felix Chandra. (2024). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Burnout. *Jurnal Maneksi*, 13(1), 137-145. <https://ejournalpolnam.ac.id/index.php/JurnalManeksi/article/view/2059>
- Filayanti, D. A. (2022). Pengaruh Work-Family Conflict (Wfc) Dan Workplace Stress (Wps) Terhadap Burnout Dengan Perceived Supervisor Support (Pss) Sebagai Variabel Moderasi. *Jurnal Wawasan Manajemen*, 10(2), 153. <https://jwm.ulm.ac.id/id/index.php/jwm/article/download/214/199>
- Gifariani, N., & Asruni. (2021). Analisis Pengaruh Faktor Burnout Syndrome: Individual Effort Factors, Organizational Effort Factors, Dan Work Environment Effort Factors Terhadap Job Satisfaction Pada Perawat Di Rsud Ratu Zalecha Martapura (Masa Pandemi Covid-19). *Kindai*, 17(1), 140. <https://ejournal.stiepancasetia.ac.id/index.php/kindai/article/download/574/397>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources Of Conflict Between Work And Family Roles Linked References Are Available On JSTOR For This Article : Sources Of Conflict Between Work And Family Roles. *Academy Of Management*, 10(1), 77.
- Hadiyanti, K., & Sari, E. Y. D. (2025). Validating The Job Stress Scale For Indonesian Police: A CFA Study. *Jurnal Psikologi Teori Dan Terapan*, 16(01), 69–76. <https://journal.unesa.ac.id/index.php/jpitt/article/view/39488>
- Husna, A., & Sarianri, R. (2025). Pengaruh Stres Kerja Terhadap Burnout Dengan Resilience Sebagai Variabel Mediasi Pada Perawat Di RSUD Dr . Achmad. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 5(1), 625. <https://researchhub.id/index.php/jaem/article/view/7688>
- Ilmiah, Z. F., & Anshori, M. I. (2025). Analisis Hubungan Stres Kerja Terhadap Produktivitas Kinerja Karyawan Studi Kasus : Saka Indonesia Pangkah Limited ( SIPL ). *PARADOKS Jurnal Ilmu Ekonomi*, 8(2), 1502. <https://jurnal.feb-umi.id/index.php/PARADOKS/article/view/1316>
- Kartini, N. K. A. (2024). Pengaruh Work-Family Conflict Dan Beban Kerja Terhadap Stres Kerja Pegawai Pada Uptd. Pelayanan Transportasi Darat dinas Perhubungan Denpasar. *Jurnal Manajemen Dan Bisnis Equilibrium*, 10(1), 153–166.

- <https://ojs.unr.ac.id/index.php/Equilibrium/article/view/1283>
- Khusna, O. A., & Nurhayati. (2024). Pengaruh Konflik Peran Ganda Dan Beban Kerja Terhadap Kinerja Karyawan Wanita Dengan Kelelahan Emosional Sebagai Variabel Mediasi ( Studi Pada PT . Keong Nusantara Abadi Wongcoco ). *Business And Entrepreneurship Journal (BEJ)*, 5(2), 8. <https://jurnal.umitra.ac.id/index.php/bej/article/download/1531/1339>
- Lineuwih, I. I., Sariwulan, T., & Fidhyallah, N. F. (2022). Pengaruh Beban Kerja, Stres Kerja, Dan Work Family Conflict Terhadap Burnout Karyawan. *Jurnal Bisnis, Manajemen, Dan Keuangan*, 3(3), 880. <https://journal.unj.ac.id/unj/index.php/jbmk/article/view/32187>
- Mukuan, D. (2025). Pengaruh Workload Dan Burnout Terhadap Keinginan Keluar Kerja ( Turnover Intention ) Pada PT . Anping Bitung. *Productivity*, 6(1), 22. <https://ejournal.unsrat.ac.id/v3/index.php/productivity/article/download/58969/49503/156410>
- Nareswari, A. N., Nareswari, B., & Ramadhani, K. A. (2024). Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Karyawan Di PT GOS Indoraya. *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen Dan E-Commerce*, 3(4), 88. <https://jurnaluniv45sby.ac.id/index.php/Digital/article/download/3505/3149>
- Netemeyer, R. G., Boles, J. S., & Mcmurrian, R. (1996). *Development And Validation Of Work-Family Conflict And Family-Work Conflict Scales*. 81(4), 410. <https://psycnet.apa.org/record/1997-41277-006>
- Parashakti, R. D., & Ekhsan, M. (2022). Peran Burnout Sebagai Mediasi Pada Pengaruh Stres Kerja Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 371. <https://stiealwashliyahsibolga.ac.id/jurnal/index.php/jesya/article/view/609>
- Purnama, R., & Thahir, A. (2023). Burnout Pada Karyawati Ditinjau Dari Work Family Conflict Dan Dukungan Rekan Kerja. *Al Huwiyah*, 3(2), 94. <https://ejournal.radenintan.ac.id/index.php/alHuwiyah/article/view/19219>
- Raihan, M., Abdullah, M., & Mujayapura, M. (2025). NUSANTARA : Jurnal Ilmu Pengetahuan Sosial. *NUSANTARA : Jurnal Ilmu Pengetahuan Sosial*, 12(4), 1386. <https://Jurnal.Um-Tapsel.Ac.Id/Index.Php/Nusantara/Article/Download/19732/11426>
- Ramadhi, Rivai, H. A., & Lukito, H. (2021). Pengaruh Work Family Conflict Terhadap Burnout Melalui Stres Kerja Sebagai Variabel Mediasi Pada Politeknik Pelayaran Sumatera Barat. *MENARA Ilmu*, 15(02), 79–89. <https://jurnal.umsb.ac.id/index.php/menarailmu/article/view/2784>
- Ratnasari, A. S. S. (2023). Analisis Pengaruh Burnout, Komitmen Organisasional Terhadap Kepuasan Kerja Salesman Perusahaan Farmasi Di Palembang. *Forbiswara*, 12(2), 221. <https://jurnal.mdp.ac.id/index.php/forbiswira/article/download/4639/1092/>
- Rosada, R., Uus MD Fadli, & Khalida, L. R. (2023). Analisis Burnout Pegawai Dinas Perpustakaan dan Kearsipan Kabupaten Karawang. *Management Studies And Entrepreneurship Journal*, 4(5), 4782. <https://journal.yrpiiku.com/index.php/msej/article/view/2777>
- Rozana, A., & Purnama, H. (2022). Work-Family Conflict Pada Pekerja Wanita Era Modern. *Psikoborneo: Jurnal Ilmiah Psikologi*, 10(1), 131. <https://e-journals.unmul.ac.id/index.php/psikoneo/article/view/7270>
- Sanjiwani, P. A. P., Wibawa, W. S., & Diputra, K. S. (2023). Pengaruh Work Family Conflict Terhadap Turnover Intention Yang Dimediasi Oleh Burnout Pada Perempuan Pasca Pandemi Covid – 19. *E- Jurnal Manajemen*, 12(6), 553. <http://ojs.unud.ac.id/index.php/manajemen/article/view/101100/50355>
- Sari, P., Sambara, K., & Londong, J. (2025). Pengaruh Tekanan Kerja Terhadap Produktivitas Kerja Generasi Z Di PT . Otto Pharmaceutical Industries. *Yos Soedarso Economics Journal (YEJ)*, 7(1), 96. <https://ejournal.yossoedarso.ac.id/index.php/ysej-server/article/view/yej7112/357>
- Situmorang, P. O., Irani, M., & Tarigan, B. (2025). Pengaruh Stres Kerja Dan Lingkungan Kerja

- Terhadap Burnout Dengan Kecerdasan Emosi Sebagai Variabel Moderating. *Journal Of Artificial Intelligence And Digital Business (RIGGS)*, 4(2), 7758. <https://journal.ilmudata.co.id/index.php/RIGGS/article/view/1932>
- Talibo, N. A., Sy, M. N., & Azis, A. (2024). Hubungan Dukungan Sosial Dengan Burnout Syndrome Perawat. *Journal Of Language And Health*, 5(3), 1226. <https://jurnal.globalhealthsciencegroup.com/index.php/JLH/article/download/5499/3709/>
- Tyfani, Z. S., Purwaningrum, E. K., & Ramadhan, Y. A. (2024). Pengaruh Work-Family Conflict Terhadap Tingkat Stres Kerja Karyawan Wanita. *MARAS: Jurnal Penelitian Multidisiplin*, 2(2), 916. <https://ejournal.lumbungpare.org/index.php/maras/article/view/302>
- Wedha, J., Putere, S. P. P. L. M., & Primatanti, P. A. (2023). Hubungan Antara Burnout Dengan Motivasi Kerja Pada Pegawai Negeri Sipil Di Dinas Pekerjaan Umum, Penataan Ruang, Perumahan Dan Kawasan Permukiman Provinsi Bali. *Aesculapius Medical Journal*, 3(3), 406. <https://www.ejurnal.warmadewa.ac.id/index.php/amj/article/view/7751>
- Widhianingtanti, L. T., & Van Luijtelaar, G. (2022). The Maslach-Trisni Burnout Inventory: Adaptation For Indonesia. *Jurnal Pengukuran Psikologi Dan Pendidikan Indonesia*, 11(1), 1-21. <https://journal.uinjkt.ac.id/jp3i/article/view/24400>