

The Effect Of Burnout, Work–Life Balance, And Competence On Employee Performance In Culinary Msmes In Denpasar City

Pengaruh Kelelahan Kerja, Keseimbangan Kerja-Kehidupan, Dan Kompetensi Terhadap Kinerja Karyawan Di Usaha Mikro, Kecil, Dan Menengah (Umkm) Kuliner Di Kota Denpasar

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ABSTRACT

Employee performance is an essential factor in supporting the sustainability and competitiveness of culinary micro, small, and medium enterprises (MSMEs) in Denpasar City. High work demands and limited human resources often lead to burnout and difficulties in maintaining work–life balance, which may negatively affect employee performance. In addition, employee competence is considered a crucial element in achieving optimal work outcomes. This study aims to examine the effect of burnout, work–life balance, and competence on employee performance in culinary MSMEs in Denpasar City. This research adopts a quantitative associative approach. The population consists of employees working in culinary MSMEs in Denpasar City, with samples selected using purposive sampling. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS. The findings indicate that burnout has a negative and significant effect on employee performance, while work–life balance and competence have positive and significant effects. Simultaneously, burnout, work–life balance, and competence significantly influence employee performance. Based on these results, culinary MSME owners are advised to manage workloads effectively, support work–life balance, and enhance employee competence through continuous training and development.

Keywords: Burnout, Work–Life Balance, Competence, Employee Performance.

ABSTRAK

Kinerja karyawan merupakan faktor penting dalam mendukung keberlanjutan dan daya saing usaha mikro, kecil, dan menengah (UMKM) kuliner di Kota Denpasar. Beban kerja yang tinggi dan sumber daya manusia yang terbatas seringkali menyebabkan kelelahan (burnout) dan kesulitan dalam menjaga keseimbangan antara pekerjaan dan kehidupan pribadi, yang dapat berdampak negatif pada kinerja karyawan. Selain itu, kompetensi karyawan dianggap sebagai unsur krusial dalam mencapai hasil kerja yang optimal. Penelitian ini bertujuan untuk menganalisis pengaruh kelelahan kerja, keseimbangan kerja-kehidupan, dan kompetensi terhadap kinerja karyawan di UMKM kuliner di Kota Denpasar. Penelitian ini menggunakan pendekatan kuantitatif asosiatif. Populasi penelitian terdiri dari karyawan yang bekerja di UMKM kuliner di Kota Denpasar, dengan sampel dipilih menggunakan metode sampling purposif. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa burnout memiliki pengaruh negatif dan signifikan terhadap kinerja karyawan, sementara keseimbangan kerja-kehidupan dan kompetensi memiliki pengaruh positif dan signifikan. Secara bersamaan, burnout, keseimbangan kerja-kehidupan, dan kompetensi secara signifikan mempengaruhi kinerja karyawan. Berdasarkan hasil ini, pemilik UMKM kuliner disarankan untuk mengelola beban kerja secara efektif, mendukung keseimbangan kerja-kehidupan, dan meningkatkan kompetensi karyawan melalui pelatihan dan pengembangan berkelanjutan.

Kata Kunci: Burnout, Keseimbangan Kerja-Kehidupan, Kompetensi, Kinerja Karyawan.

1. Introduction

Human resources are one of the largest investments of an organization. Quality human resources are those who have the competence and skills to advance the organization. After all, an organization cannot function without human resources who are capable of performing their duties well. Therefore, human factors play a major role in every effort made by an organization. Human resources is the science and art of managing labor relations and roles so that they effectively and efficiently help achieve the goals of the company, employees, and society (Jannah, 2021).

Performance comes from the word *job performance* and is also referred to as *actual performance* or work achievement or real achievement that has been achieved by an employee. Many definitions of employee performance have been put forward by experts. One definition of performance is the work results that can be achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to legitimately achieve the objectives of the organization concerned, without violating the law and in accordance with morals and ethics (Esthi, 2021). Employee performance is the end result produced by individuals in an organization or company, but maximum employee performance must be carefully prepared by management. In this case, leaders are involved in planning, organizing, implementing, and controlling each of these aspects (Salain, *et.al* 2021).

Performance is the most important aspect in achieving company success. The achievement of goals along with the vision and mission and employee performance are the most influential factors. Success in achieving all three is greatly influenced by employee performance because having employees who work well makes it easier to achieve goals (Lasmi and Putra, 2023). Through performance, an employee's ability to perform their job or assigned tasks can be determined. The work results achieved by an employee in performing a job can be evaluated in terms of their performance level, so that employee performance can be determined by the achievement of targets during a period of time set by the organization (Widyaningrum and Widiana, 2020).

Denpasar City has become one of the most promising cities for MSME entrepreneurs to develop their businesses. This is due to the large population of the city.

Denpasar and its proximity to the tourism industry center, Badung Regency, provide excellent opportunities for MSMEs to grow. Figure 1.1 shows that culinary MSMEs in Denpasar increased from 2022 to 2024. In 2022, there were 9,742 culinary SMEs, then in 2023, the number increased to 9,824 SMEs, and in 2024, it increased again to 10,766 SMEs in the culinary field. The increasing number of MSMEs in the culinary sector indicates that competition is getting tougher. Therefore, in order to compete with similar companies, each MSME must have employees with good performance and competence to increase sales for the company. In addition, employee performance can also increase the competitiveness of MSMEs both internally and externally. Several factors that can affect employee performance in MSMEs in the culinary field are *burnout*, *work-life balance*, and competence (Anandita, *et al.* 2025). Data on the number of MSMEs in the city of Denpasar is presented in Figure 1. below:

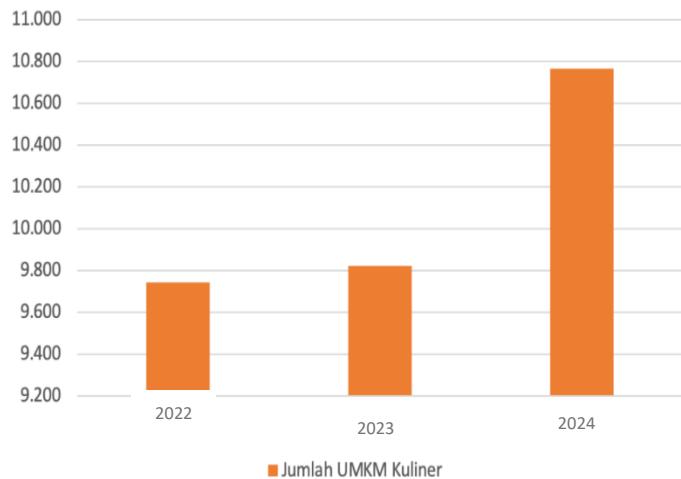


Figure 1. Number of Culinary MSMEs in Denpasar City from 2022 to 2024

Source: Detik.com (2025)

Based on Figure 1, it shows that culinary SMEs in Denpasar City increased from 2022 to 2024. The Denpasar City Cooperative and SME Office recorded that there were 7,873 SMEs in South Denpasar District, 10,463 in West Denpasar, 4,721 in East Denpasar, and 9,569 in North Denpasar. Of these tens of thousands of SMEs, 33 percent were engaged in culinary businesses. According to calculations by Detik.com (2025), there are 2,598 culinary SMEs in South Denpasar, 3,452 in West Denpasar, 1,558 in East Denpasar, and 3,158 in North Denpasar.

One factor that can affect employee performance is *burnout*. Megaster et al. (2021) define *burnout* as a syndrome of exhaustion, namely a state of mental and physical fatigue. If it is not diagnosed and internal and external balance is not restored, mental health will be disrupted. Zirinita and Wajdi (2024) define *burnout* as emotional and mental exhaustion caused by situations that are highly demanding and stressful, combined with high personal expectations to achieve high performance. Employees experience physical and emotional exhaustion and a decline in personal achievement, resulting in decreased job satisfaction. *Burnout* is an individual's negative emotional reaction when experiencing prolonged stress in the work environment (Dewi, et al. 2022). Overwhelming and tedious work will cause feelings of frustration so that they are not satisfied with their work, and their performance will not be optimal if *burnout* continues to occur.

The *research gap* from previous studies, namely those conducted by Dhaniswari and Sudarnice (2024), Romdhon and Putro (2024), and Fhauzan and Ali (2024), states that *burnout* has a negative effect on employee performance. This means that the higher an employee's *burnout*, the lower their performance will be. This contrasts with the research by Maulidah et al. (2022), which states that *burnout* does not affect employee performance.

In addition to *burnout*, another factor that can affect employee job satisfaction is *work-life balance*. *Work-life balance* is having a good balance between work and non-work activities with minimal conflict (Suratno, 2021). The balance between personal life and work is very important. *Work-life balance* refers to individuals who have enough time to achieve balance in their work and personal lives, such as being able to spend time with family members, having free time to relax, having good communication with coworkers, and being able to complete their work well (Muliawati, 2020). *Work-life balance* is the extent to which individuals are involved and satisfied in their roles between their personal and professional lives without causing conflict between the two (Lukmiati, 2020).

Previous studies conducted by Kholidah and Fadli (2022), Mardiani and Widiyanto (2021), and Kurniasari and Bahjahtullah (2022) have shown that *work-life balance* has a positive effect on employee performance. This means that the better the *work-life balance* of

employees, the higher their performance in the company will be. However, different results were found in the study by Kembuan et al. (2021), which stated that *work-life balance* does not affect employee performance.

Employee competencies are also factors that can influence employee performance. Mangkunegara (2020:41) states that human resource competencies are competencies related to knowledge, skills, and personal characteristics that directly influence performance. This statement indicates the importance of competencies for human resources in an organization or company. Agustina and Anshori (2024) state that competencies are the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. According to Mahardika (2022), competency is the ability to carry out or perform a job or task based on the skills and work knowledge required by the job. Better competency will certainly have an impact on higher performance.

The *research gap* from previous studies, namely those conducted by Arifin et al. (2023), Sarumaha (2022), and Suswati et al. (2021), states that competence has a positive effect on employee performance. This means that the better the competence of employees, the higher their performance. This contrasts with the research conducted by Hidayat (2021), which states that competence does not affect employee performance.

Culinary MSMEs are Micro, Small, and Medium Enterprises engaged in the food and beverage sector, covering the processes of production, serving, and sales to customers. Given the phenomenon of increasing culinary MSMEs in Denpasar City and the inconsistency of previous research results, the researcher was interested in conducting further research and studies, which then became the title "The Influence of *Burnout, Work-Life Balance*, and Competence on Employee Performance in Culinary MSMEs in Denpasar City."

The objectives of this study are:

1. To determine the effect of *burnout* on employee performance in culinary MSMEs in Denpasar City.
2. To determine the effect of *work-life balance* on employee performance in culinary SMEs in Denpasar City.
3. To determine the effect of competence on employee performance in culinary MSMEs in Denpasar City.
4. To determine the effect of *burnout, work-life balance*, and competence on employee performance in culinary MSMEs in Denpasar City.

2. Research Method

This study uses a quantitative approach with a causal associative research design, which aims to analyze the effect of burnout, work-life balance, and competence on employee performance in culinary MSMEs in Denpasar City. The data used consists of quantitative data in the form of numbers and qualitative data in the form of supporting information relevant to the study. The population in this study was all culinary MSMEs in Denpasar City, totaling 10,766 MSMEs. The sampling technique used purposive sampling, with the criteria being employees working at culinary MSMEs in Denpasar City. The number of samples was determined using the Cochran formula, resulting in 96 respondents as the research sample. The research variables consisted of burnout (X1), work-life balance (X2), and competence (X3) as independent variables, and employee performance (Y) as the dependent variable. Each variable was operationalized through measurable indicators, namely burnout was measured through physical, emotional, and mental fatigue and low self-achievement; work-life balance was measured through time balance, involvement, and satisfaction; competence was measured through knowledge, skills, and behavior; and employee performance was measured through work quality, work quantity, task implementation, and responsibility.

Research data sources include primary data obtained directly from respondents through questionnaires, as well as secondary data from documents, literature, and other supporting sources. Data collection techniques were carried out using closed questionnaires with a five-point Likert scale and documentation to complete the research data. Data analysis was performed quantitatively using SPSS. The analysis stages included testing the validity and reliability of the instruments, testing classical assumptions (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Hypothesis testing was conducted using the t-test to determine partial effects, the F-test to determine simultaneous effects, and the coefficient of determination (R^2) to measure the model's ability to explain the dependent variable.

3. Results and Discussion

Results

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Test Results

Model	Coefficients ^a	
	B	Unstandardized Coefficients
1 (Constant)	11.105	1.891
Burnout	-0.484	0.099
Work-life balance	0.296	0.101
Competence	0.341	0.103

a. Dependent Variable: Employee performance

Based on Table 1, the following regression equation is obtained.

$$Y = 11.105 - 0.484X_1 + 0.296X_2 + 0.341X_3$$

Based on the equation results, the effects of *burnout*, *work-life balance*, and competence on employee performance are explained as follows.

- The constant value of 11.105 means that if the variables of *burnout*, *work-life balance*, and competence are 0 (zero), employee performance (Y) will increase by 11.105.
- $b_1 = -0.484$: this means that the *burnout* variable has a positive coefficient on employee performance. This means that if the *burnout* variable increases, employee performance will decrease by 0.484.
- $b_2 = 0.296$: means that the *work-life balance* variable has a positive coefficient on employee performance. This means that if the *work-life balance* variable increases, employee performance will increase by 0.296.
- $b_3 = 0.341$: means that the competency variable has a positive coefficient on employee performance. This means that if the competency variable increases, employee performance will increase by 0.341.

Determination Coefficient Test (R^2)

Table 2. Results of the Coefficient of Determination Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.903 ^a	0.816	0.810	1.13234
a. Predictors: (Constant), Competence, Burnout, Work-life balance				
b. Dependent Variable: Employee performance				

Based on Table 2, it shows that the *adjusted R-square* value is 0.881, which means that *burnout*, *work-life balance*, and competency affect employee performance by 81.0%, while the remaining 19.0% is influenced by other factors outside the research variables.

Model Validity Test (F Test)

Table 3. F Test Results

		ANOVA ^a	
Model		F	Sig.
1	Regression	135.906	0.000 ^b
	Residual		
	Total		

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Work-life balance, Burnout, Competence

Based on Table 3, it shows that the significance value of 0.000 is smaller than 0.05. Based on this, it can be concluded that the variables of *burnout*, *work-life balance*, and competence simultaneously affect employee performance.

Hypothesis Test (t-test)

Table 4 t-Test Results

Coefficients ^a			
Model		t	Sig.
1	(Constant)	5,873	0.000
	Burnout	-4,879	0.000
	Work-life balance	2,930	0.004
	Competence	3,326	0.001

a. Dependent Variable: Employee performance

Based on Table 4, each test can be explained as follows.

a. The Effect of *Burnout* on Employee Performance

Based on the results in Table 4, the significance value of $0.000 < 0.05$ indicates that *burnout* has a negative effect on employee performance. Therefore, the proposed hypothesis (H_1) is accepted.

b. The Effect of *Work-Life Balance* on Employee Performance

Based on the results in Table 4, it shows that the significance value is $0.004 < 0.05$, so it can be concluded that *work-life balance* has a positive effect on employee performance. Thus, the proposed hypothesis (H_2) is accepted.

c. The Effect of Competence on Employee Performance

Based on the results in Table 4, it shows that the significance value of $0.001 < 0.05$, so it can be concluded that competence has a positive effect on employee performance. Thus, the proposed hypothesis (H_3) is accepted.

Discussion

The Effect of *Burnout* on Employee Performance

The analysis results show that the regression coefficient value of -0.484 means that the *burnout* variable has a positive coefficient on employee performance. This means that if the *burnout* variable increases, employee performance will decrease by 0.484. Based on the results

in Table 4, the significance value is $0.000 < 0.050$, so it can be concluded that *burnout* has a negative effect on employee performance. Therefore, the proposed hypothesis (H_1) is accepted.

Burnout is a syndrome of fatigue, namely a state of mental and physical exhaustion. If it is not diagnosed and internal and external balance is not restored, mental health will be disrupted (Megaster, et al. 2021). Zirinita and Wajdi (2024) define *burnout* as emotional and mental exhaustion caused by situations that are highly demanding and stressful, combined with high personal expectations to achieve high performance. Employees experience physical and emotional exhaustion and a decline in personal achievement, resulting in decreased job satisfaction. *Burnout* is an individual's negative emotional reaction to prolonged stress in the work environment (Dewi, et al. 2022). Based on this, the higher the *burnout*, the more it will decrease employee performance in the company.

The results of this study are in line with previous studies conducted by Dhaniswari and Sudarnice (2024), Romdhon and Putro (2024), and Fhauzan and Ali (2024), which state that *burnout* has a negative effect on employee performance.

The Effect of Work-Life Balance on Employee Performance

The analysis results show that the regression coefficient value of 0.296 means that the work-life balance variable has a positive coefficient on employee performance. This means that if the work-life balance variable increases, employee performance will increase by 0.296. Based on the results in Table 4, the significance value of $0.004 < 0.050$ shows that work-life balance has a positive effect on employee performance. Therefore, the proposed hypothesis (H_2) is accepted.

Work-life balance is the ability of a person or individual to fulfill their duties at work and remain committed to their family, as well as other responsibilities outside of work (Prasetyo, 2020). Another explanation of work-life balance is the extent to which individuals feel satisfied and equally involved in their roles at work and in other aspects of life outside of work (Lingga, 2020). Work-life balance is the extent to which individuals are involved and satisfied in their roles between their personal and work lives and do not cause conflict between the two (Lukmiati, 2020). Based on this, the better the work-life balance, the more it will improve employee performance in the company.

The results of this study are in line with previous studies conducted by Kholifah and Fadli (2022), Mardiani and Widiyanto (2021), and Kurniasari and Bahjahtullah (2022), which state that work-life balance has a positive effect on employee performance.

The Influence of Competence on Employee Performance

The analysis results show that the regression coefficient value of 0.341 means that the competency variable has a positive coefficient on employee performance. This means that if the competency variable increases, employee performance will increase by 0.341. Based on the results in Table 4, the significance value is $0.001 < 0.050$, so it can be concluded that competency has a positive effect on employee performance. Therefore, the proposed hypothesis (H_3) is accepted.

Human resource competency is a competency related to knowledge, skills, and personal characteristics that directly affect performance (Mangkunegara, 2020:41). This statement indicates the importance of competence for human resources in an organization or company. Agustina and Anshori (2024) state that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. According to Mahardika (2022), competency is the ability to carry out or perform a job or task based on the skills and work knowledge required by the job. According to Wahyuni and Budiono (2022), competency is a person's ability to complete a task based on skills, knowledge, and work

attitude. Based on this, the better the competency of employees, the better their performance will be.

The results of this study are in line with previous studies conducted by Arifin, et al. (2023), Sarumaha (2022), and Suswati, et al. (2021), which state that competence has a positive effect on employee performance.

The Influence of *Burnout*, *Work-Life Balance*, and Competence on Employee Performance

The analysis results show a calculated F-value of 135.906 with a significance value of 0.000, meaning that the variables of *burnout*, *work-life balance*, and competence have a simultaneous effect on employee performance. This means that if the variables of *burnout*, *work-life balance*, and competence increase, employee performance will also increase. Therefore, the proposed hypothesis (H_4) is accepted.

Zirinita and Wajdi (2024) define *burnout* as emotional and mental exhaustion caused by situations that are highly demanding and stressful, combined with high personal expectations to achieve high performance. Employees experience physical and emotional exhaustion and a decline in personal achievement, which results in a decrease in employee job satisfaction. In addition, employees who have a good *work-life balance* will certainly have an impact on the company's performance. Competence also affects employee performance because competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Based on this, the better the *burnout*, *work-life balance*, and competence of employees, the higher their performance will be.

The results of this study are in line with previous studies conducted by Anandita, et al. (2025) and Permana (2024), which state that *burnout*, *work-life balance*, and competence have a positive effect on employee performance.

4. Conclusion

Based on the results of the analysis and discussion, it can be concluded that burnout, work-life balance, and competence play an important role in influencing the performance of culinary MSME employees in Denpasar City. Burnout has been proven to have a negative impact on employee performance, so that the higher the level of physical, emotional, and mental fatigue experienced by employees, the lower their performance tends to be. Conversely, work-life balance and competence show a positive influence on employee performance, meaning that the better the work-life balance and the abilities, knowledge, and skills possessed by employees, the higher the performance will be. Simultaneously, burnout, work-life balance, and competence have a significant effect on the performance of culinary MSME employees in Denpasar City.

It is recommended that culinary MSME players pay more attention to the working conditions of their employees by managing their workload reasonably in order to minimize burnout. In addition, MSMEs need to create a work environment that supports work-life balance, for example through more flexible working hours. Employee competency improvement also needs to be carried out continuously through training and skills development. For future researchers, it is recommended to add other variables that may affect employee performance and expand the research object and sample size to obtain more comprehensive results.

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successfully. The author hopes that the results of this research will contribute to the advancement of knowledge and practice in the relevant field.

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