Reviu Akuntansi, Manajemen, dan Bisnis (RAMBIS)
ISSN: 2797-958X, Vol 6, No 3, 2026, 273 https://doi.org/10.61401/rambis.v6.n3.p

The Influence of Workload, Burnout, Autocratic Leadership On Employee Performance Mediated By Work Life Balance

Lina Indiarti[1*]
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia[1]
linaIndiarti@unsurya.ac.id[1*]

Article History
Received on 04 July 2026
1st Revision on 18 August 2026
2nd Revision on 24 August 2026
3rd Revision on 17 September 2026
Accepted on 18 September 2026

Abstract

Purpose: This study aims to examine the influence of workload, burnout, and autocratic leadership on employee performance, with work–life balance as a mediating variable in the Indonesian aviation sector.

Research Methodology: This study employed a quantitative approach involving 311 respondents selected from 1,400 employees through simple random sampling using the Slovin formula. Data were collected through structured questionnaires and analyzed using PLS-SEM with SmartPLS 4.2 to assess measurement validity, reliability, and structural relationships.

Results: The findings indicate that workload (T = 4.522), burnout (T = 1.884), and autocratic leadership (T = 4.978) have positive and significant indirect effects on employee performance through work–life balance, based on a critical T-value of 1.66. The model explains 54.9% of the variance in employee performance (R^2 = 0.549), while the remaining 45.1% is attributed to factors outside the model.

Conclusions: Work–life balance plays a significant mediating role in the relationships between workload, burnout, autocratic leadership, and employee performance. These findings highlight the importance of managing organizational demands and leadership practices to support employee performance.

Limitations: This study was limited to a single Indonesian aviation company and a sample of 311 employees, which may restrict the generalizability of the findings.

Contributions: This study contributes to contemporary applications of Job Demands–Resources (JD-R) Theory by highlighting the mediating role of work–life balance in the relationships between
workload, burnout, autocratic leadership, and employee performance, while providing practical insights into workload management, leadership practices, and employee well-being in the aviation industry.

Keywords: *Autocratic Leadership, Burnout, Employee Performance, Workload, Work–Life Balance*

How to Cite: Indiarti, L. (2026). The Influence of Workload, Burnout, Autocratic Leadership On Employee Performance Mediated By Work Life Balance. *Reviu Akuntansi, Manajemen, dan Bisnis*, 6(3), 273.

1. Introduction

Human Resource Management (HRM) is pivotal in enabling organizations to achieve their goals. Among various resources such as capital and technology human resources are paramount because people operate and coordinate other organizational inputs (Faeni, Faeni, Pujiati, & Cahaya, 2025; Susan, 2019). Even as automation and technology assume some operational tasks, HR remains central to steering and sustaining organizational activities. Employees form the core of operational continuity (Hadita & Damayanti, 2021). In a competitive work environment, employees frequently face heavy responsibilities that can escalate into excessive workloads. Such prolonged demands may lead to physical and psychological depletion, culminating in burnout. Burnout manifests as emotional exhaustion, cynicism, and reduced personal efficacy (Faeni, 2024), all of which undermine performance. Leadership style also significantly affects employee welfare. Autocratic leadership characterized by centralized authority, unilateral decision-making, and minimal employee input can create a high-pressure atmosphere (Marsono, Faeni, & Kemalsyah, 2026).

This style often amplifies work demands, diminishes motivation, and reduces productivity (Faeni & Yuliansyah, 2023). Balancing professional obligations with personal life is essential for optimal employee functioning. A sound work–life balance enables individuals to manage both domains effectively, supporting physical and mental health and enhancing work output. In a challenging business landscape, organizations must help employees handle job demands without sacrificing personal life, as this balance is key to retaining productive personnel (Susanto, Hoque, Jannat, Emely, Zona, & Islam, 2022). Measures to promote work–life balance include flexible arrangements like job sharing, adjustable schedules, adequate leave policies, and flexible working hours (Faeni, 2024). These practices let employees recuperate, thereby boosting their effectiveness upon return. Supporting work–life balance serves both employees and organizations and fosters long-term success (Udin, 2023). The Indonesian aviation company studied operates nationwide and serves 50 destinations. While striving to sustain employee performance, observations indicate problems tied to poor work–life balance: long working hours, meetings scheduled outside regular hours, and employees being contacted during leave (Marsono et al., 2026). These issues underscore the difficulty of managing personal and work responsibilities. Hence, this study aims to analyze how workload, burnout, and autocratic leadership influence employee performance, with work–life balance as a mediator (Marsono et al., 2026). The outcomes are intended to help organizations refine human resource management and enhance employee outcomes (Widana, Susanto, Sadipung, & Pujiati, 2025).

Previous studies have highlighted the influence of workload, burnout, and leadership styles on employee performance, emphasizing the importance of work–life balance in organizational well-being. Nevertheless, limited attention has been given to the mediating role of work–life balance in the relationships between these three factors and employee performance, particularly within the aviation industry. This research gap indicates the need for a more integrated understanding of how organizational demands and leadership practices affect employee outcomes through work–life balance. The novelty of this study lies in simultaneously examining workload, burnout, and autocratic leadership within a unified framework, with work–life balance as a mediating variable in the Indonesian aviation sector.

2. Literature Review and Hypotheses Development

2.1 Workload

Workload denotes the set of tasks assigned to an individual or unit within a defined role. These tasks are organized through methods like job analysis and workload assessment and are evaluated over a specified period to gauge performance and productivity (Ekowati et al., 2021). Put simply, workload is the amount of duties that must be completed within given time constraints (Juru & Wellem, 2022).

2.2 Burnout

Burnout is a syndrome arising from prolonged work-related stress that has not been adequately addressed (Maslach & Leiter, 2022). Rahmadani et al. (2023) describe burnout as a work-induced stress condition that adversely affects mental and physical health and undermines organizational performance, posing significant risks to employee well-being and organizational functioning (Faeni,

Anjani, & Setyawati, 2024). Prolonged burnout can lead to emotional exhaustion, reduced motivation, and decreased job satisfaction, ultimately affecting employee productivity. Addressing burnout is essential for maintaining psychological well-being and fostering a healthier and more sustainable work environment (Faeni, Puspitaningtyas, & Safitra, 2021).

2.3 Autocratic Leadership

Autocratic leadership concentrates decision-making power in the leader, who dictates actions, assigns tasks, and exerts full control over the team, often sidelining employee input. Typical behaviors include issuing direct orders and making unilateral choices . Despite criticisms, some studies suggest that under certain pressures this style can positively affect employee behavior and resilience during hardships (Oh, Kim, & Kim, 2023). Nevertheless, excessive reliance on authoritarian decision-making may reduce employee autonomy, increase psychological pressure, and negatively affect job satisfaction. These conditions can potentially contribute to burnout and disrupt work–life balance, ultimately influencing employee performance.

2.4 Work–Life Balance

Work–life balance refers to a state where individuals maintain an equilibrium between job responsibilities and personal life, safeguarding mental and physical health. It enables effective workplace performance while preserving satisfaction in personal pursuits social activities, leisure, friendships, and other non-work engagements. Despite challenges, achieving work–life balance remains a primary aim for employees (Faeni, Faeni, Pujiati, & Cahaya, 2025; Faeni, Pujiati, Cahaya, & Faeni, 2026; Faeni, Syeikholbi, & Husada, 2023). A healthy work–life balance can reduce occupational stress, enhance job satisfaction, and improve employee productivity. Organizations that support work–life balance are more likely to foster employee well-being, organizational commitment, and sustainable performance.

2.5 Employee Performance

Employee performance indicates how effectively an individual carries out job duties and responsibilities. It can be assessed via output, efficiency, work quality, initiative, and attitude. High performance supports organizational goals, whereas poor performance can impede progress and cause losses (Hejin, Triansyah, & Stefania, 2023;Faeni, Pujiati, Cahaya, & Faeni, 2026). Employee performance is influenced by various organizational and individual factors, including workload, leadership style, and work–life balance. Maintaining optimal performance requires a supportive work environment that promotes employee motivation, well-being, and productivity.

2.6 Hypotheses Development

The hypoteses are presented as follows:

H₁: There is a positive and significant influence between Workload (X_1) on employee performance (Z) is mediated Work life balance (Y)

H₂: There is a positive and significant influence between Burnout (X_2) on employee performance (Z) is mediated Work life balance (Y)

H₃: There is a positive and significant influence between autocratic leadership (X_3) on employee performance (Z) is mediated Work life balance (Y)

H₄: There is a positive and significant influence between Workload (X_1), Burnout (X_2), autocratic leadership (X_3) on employee performance (Z)

Examples of research charts or frameworks are as follows in Figure 1 :

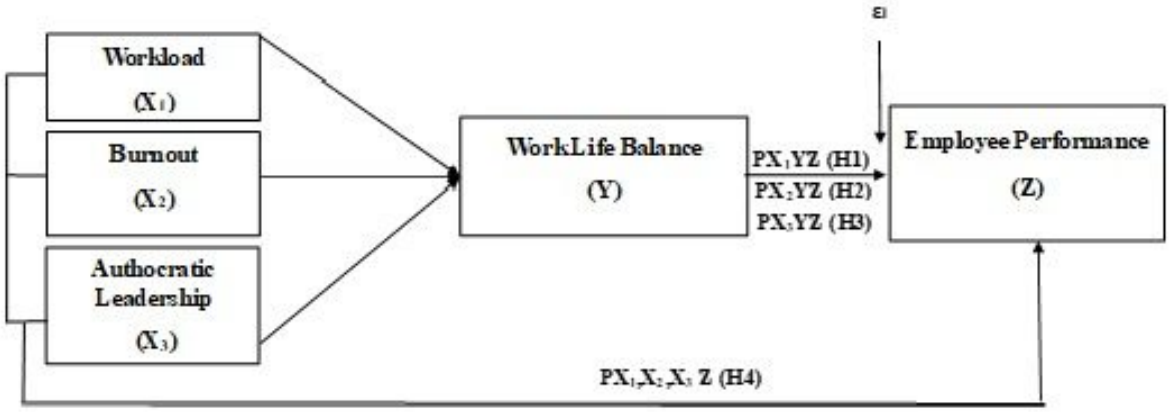


Figure 1. Research framework

3. Research Methodology

Quantitative research is an approach grounded in the philosophy of positivism, designed to examine specific populations or samples. Typically, sampling is conducted randomly, data are collected using structured instruments, and the analysis is performed statistically to test predetermined hypotheses (Machali, 2021). Burns and Bush further explain that quantitative studies rely on structured questions with multiple-choice responses and usually involve a large number of participants, with data expressed in numerical form (Pujiati, 2026).

This method begins with data collection, which is then processed into meaningful information to support decision-making capturing the essence of quantitative analysis (Nalendra, Rosalinah, Priadi, Subroto, Rahayuningsih, Lestari, Kusamandari, Yuliasari, Astuti, Latumahina, Purnomo, & Zede, 2021). In this study, data were gathered through questionnaires distributed to employees of Indonesian Aviation Industry as respondents provided answers using a Likert scale. The research population consisted of 1400 employees in Indonesian Aviation Industry. To determine the sample size, the Slovin formula was applied, resulting in 104 respondents being selected for participation.

4. Results and Discussions

4.1 Respondents' Characteristics

The characteristics in this study are based on 4 aspects, namely gender, age, employment status and length of service. The following is a description of the 4 aspects of respondent characteristics in this study.

4.1.1 Respondents Profile based on Gender

The first characteristic is not based on gender, as explained in the table below:

Table 1. Characteristics based on gender

Gender	Respondent	Percentage (%)
Man	209	67.2
Woman	102	32.8
Total	311	100

Table 1 stated that the characteristics based on gender were 209 respondents or 68.3% male and 102 respondents or 31.7% female with a total percentage of 100%.

4.1.2 Respondents Profile based on Age

The characteristics of respondents based on age can be seen from the table below:

Table 2. Characteristics of respondents based on age

Age	Respondent	Percentage (%)
19 - 29 Years	83	27
30 - 40 Years	87	28
41 - 50 Years	105	34
> 50 Years	36	11
Amount	311	100

Table 2 indicated that the characteristics of respondents based on age are 83 employees aged 19 - 29 years, 87 employees aged 30 - 40 years, 114 employees aged 41 - 50 years, 36 employees aged > 50 years with a percentage of total of 100%.

4.1.3 Respondents Profile based on Employment Status
The following is an attachment in the form of a table on the characteristics of respondents based on employment status:

Table 3. Characteristics of respondents based on employment status

Job status	Respondent	Percentage (%)
Permanent employees	219	70.4
Contract employees	92	29.6
Amount	311	100

As described in Table 3 that the characteristics of respondents based on employment status are 219 people with permanent employee status and 92 people with contract employee status with a total percentage of 100%.

4.1.4 Respondents Profile based on Working Experiences
The following is an attachment in the form of a Table 4. on the characteristics of respondents based on length of service:

Table 4. Characteristics of respondents based on years of work experiences

Working time	Respondent	Percentage (%)
< 1 Year	43	14
15 years	50	16
6 - 10 Years	74	24
> 10 Years	144	46
Amount	311	100

Table 4 it can be seen that the characteristics of respondents based on length of service, there are 43 employees who have a service period of <1 year, 50 employees have a service period of 1-5 years, 74 employees have a service period of 6-10 years and 144 employees have a service period of 1-5 years. work > 10 years with a total percentage of 100%.

4.2 Measurement and Structural Model Evaluation

4.2.1 Outer Model
Figure 2 shown Outer Model Test value results can be known convergent validity, discriminant validity, and internal consistency reliability The equation model can be obtained with the help of SmartPLS 4.2 software, display results graphical output outer model can be seen as follows:

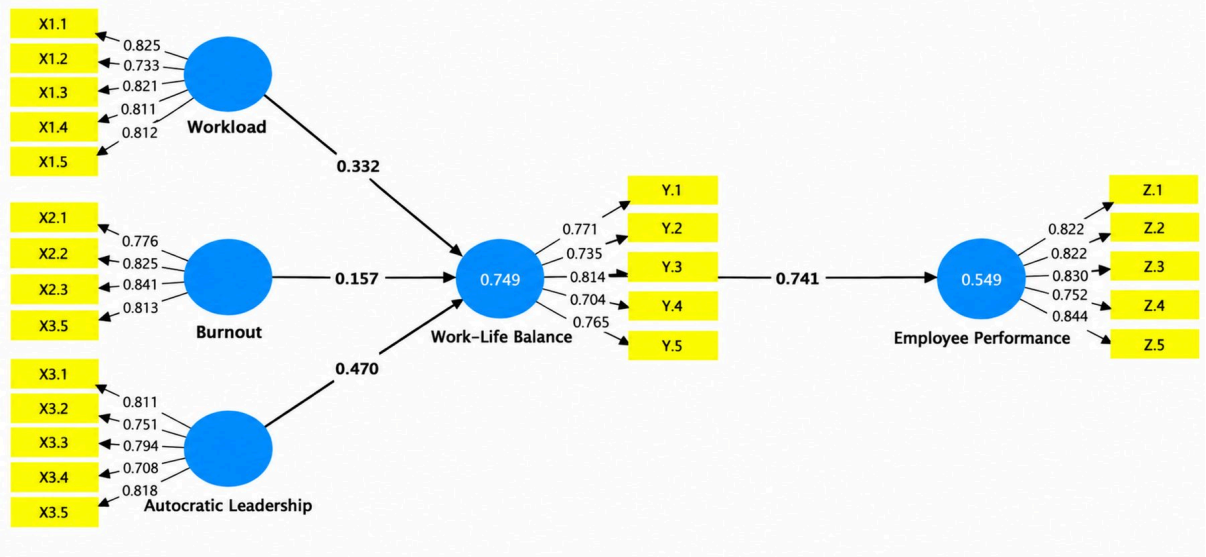


Figure 2. Graphical output outer model

4.2.1.1 Convergent Validity Test

Convergent validity can be measured by value loading factor and value Average Variance Extracted (AVE), if value loading factor > 0.7 and value Average Variance Extracted (AVE) > 0.5. Below are the test results Convergent validity through loading factor and value Average Variance Extracted (AVE). As for the results of Loading factor and Average Variance Extracted (AVE) which describes how much the indicators are related to each variable as follows:

Table 5. Results convergent validity test

Indicator	Loadings Factor	Loading Factor Criteria	Information	AVE	AVE Criteria	Information
Workload (X_1)						
X_1.1	0.825	0.7	Valid	0.642	0.5	Valid
X_1.2	0.733	0.7	Valid	0.642	0.5	Valid
X_1.3	0.821	0.7	Valid	0.642	0.5	Valid
X_1.4	0.811	0.7	Valid	0.642	0.5	Valid
X_1.5	0.812	0.7	Valid	0.642	0.5	Valid
Burnout (X_2)						
X_2.1	0.776	0.7	Valid	0.663	0.5	Valid
X_2.2	0.825	0.7	Valid	0.663	0.5	Valid
X_2.3	0.841	0.7	Valid	0.663	0.5	Valid
X_2.5	0.813	0.7	Valid	0.663	0.5	Valid
Autocratic Leadership (X_3)						
X_3.1	0.811	0.7	Valid	0.605	0.5	Valid
X_3.2	0.751	0.7	Valid	0.605	0.5	Valid
X_3.3	0.794	0.7	Valid	0.605	0.5	Valid
X_3.4	0.708	0.7	Valid	0.605	0.5	Valid
X_3.5	0.818	0.7	Valid	0.605	0.5	Valid
Work life balance (AND)						
Y_1	0.771	0.7	Valid	0.575	0.5	Valid
Y_2	0.735	0.7	Valid	0.575	0.5	Valid
Y_3	0.814	0.7	Valid	0.575	0.5	Valid
Y_4	0.704	0.7	Valid	0.575	0.5	Valid
Y_5	0.765	0.7	Valid	0.575	0.5	Valid
Employee Performance (Z)						
Z_1	0.822	0.7	Valid	0.664	0.5	Valid
Z_2	0.822	0.7	Valid	0.664	0.5	Valid
Z_3	0.83	0.7	Valid	0.664	0.5	Valid

Indicator	Loadings Factor	Loading Factor Criteria	Information	AVE	AVE Criteria	Information
Z_4	0.752	0.7	Valid	0.664	0.5	Valid
Z_5	0.844	0.7	Valid	0.664	0.5	Valid

Based on test results convergent validity test shown in Table 5 the value outer loading from each indicator of the workload variable, burnout, autocratic leadership, work life balance and employee performance has a value of > 0.7, then all indicators in this research are declared valid. However, there is one indicator burnout which cannot meet the minimum limit, namely indicator X_2.4 with value loading factor 0.479, then the indicator is declared invalid. Mark AVE each variable reaches a value > 0.5. So it can be said that each variable has a value AVE valid on test convergent validity.

4.2.1.2 Discriminant Validity Test

Table 6 is the results of cross loading factors identified each variables possed cross loading more than 0.7. Discriminant validity can be measured by value cross loading, if value cross loading > 0.7 then it can be said to be valid. Mark cross loading results can be seen in the following table:

Table 6. Results cross loading

	Work load	Burnout	Autocratic Leadership	Work life balance	Employee performance
X_1.1	0.825	0.441	0.584	0.618	0.612
X_1.2	0.733	0.612	0.655	0.617	0.712
X_1.3	0.821	0.479	0.605	0.612	0.591
X_1.4	0.811	0.439	0.52	0.64	0.507
X_1.5	0.812	0.493	0.566	0.605	0.581
X_2.1	0.463	0.776	0.504	0.412	0.527
X_2.2	0.541	0.825	0.526	0.53	0.517
X_2.3	0.48	0.841	0.633	0.652	0.651
X_2.5	0.524	0.813	0.522	0.574	0.55
X_3.1	0.578	0.514	0.811	0.63	0.689
X_3.2	0.579	0.461	0.751	0.593	0.657
X_3.3	0.591	0.493	0.794	0.686	0.715
X_3.4	0.480	0.666	0.708	0.545	0.615
X_3.5	0.608	0.522	0.818	0.714	0.585
Y_1	0.618	0.537	0.66	0.771	0.6
Y_2	0.613	0.498	0.639	0.735	0.576
Y_3	0.568	0.542	0.628	0.814	0.585
Y_4	0.598	0.468	0.511	0.704	0.463
Y_5	0.539	0.529	0.656	0.765	0.573
Z_1	0.638	0.526	0.689	0.588	0.822
Z_2	0.539	0.523	0.670	0.581	0.822
Z_3	0.608	0.615	0.723	0.653	0.83
Z_4	0.610	0.534	0.655	0.576	0.752
Z_5	0.657	0.624	0.667	0.615	0.844

Based on the table above, it produces values cross loading from each indicator question with a variable that has a value cross loading > 0.7 when compared with statements on other indicators. As in value cross loading workload variables is exceeding the standard of over loading when compared with cross loading variable burnout, autocratic leadership, work life balance and employee performance. So, the results of this test can be said to be discriminantly valid.

4.2.1.3 Test Internal Consistency Reliability

The next stage is the reliability test which is tested to have a good level of consistency. Test Internal Consistency Reliability through value Cronbach Alpha expected > 0.7 and value Composite Reliability > 0.7.

Based on the table above, it shows the calculation results with values Cronbach Alpha and value Composite Reliability with all variables having achieved the assessment criteria, namely > 0.7. The conclusion is that each indicator of each variable is declared accurate, reliable and precise so that in other words all variables are well reliable.

4.2.2 Inner Model Test Results

At this measurement stage, the relationship between variables is describedI Iattention based on substantive theory. This measurement meIaIui fashionI structureI namely the R test stage Square, Path Coefficient and Mediation Analysis. Measurement analysis using SmartPLS 4.2.

4.2.2.1 Coefficient of Determination Test (R2)

Based on the results of data calculations in the table 8 above, it shows that the R-valuesquare of the employee performance variable is 0.549 where the value is > 0.5 then this included in the criteria with the moderate model. This shows that the entire construct is exogenous, namely workload (X_1), burnout (X_2) and autocratic leadership (X_3) simultaneously influence the endogenous construct, namely employee performance (Z) by 0.549 or 55%. Meanwhile, the remainder (100% - 55% = 45%) is influenced by other variables not discussed in this research.

Furthermore, the second has an R-value square of variables work life balance with a value of 0.749 where the value is > 0.75, meaning this variable is included in the strong model criteria. This shows that all constructs are exogenous, namely workload (X_1), burnout (X_2) and autocratic leadership (X_3) simultaneously influence the mediating construct, namely work life balance (Y) is 0.749 or 75%. Meanwhile, the remainder (100% - 75% = 25%) is influenced by other variables not discussed in this research

4.2.2.2 Path coefficient

On test path coefficients and test the hypotheses based on the test results inner model carried out as a measurement to see and find out whether a hypotheses can be accepted or rejected by paying attention to the significance value between constructs in the original sample, Tstatistics and P-Values. In this research, Rules of Thumb that will be used is Tstatistics > 1.66 with a significance level of P-values 0.05 or 5% and the beta coefficient is positive and significant. So it will be declared strong. The results shown in Table 9**.**

Table 9. Results path coeffiencients

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
Work load ⟶ Work life balance	0.332	0.316	0.083	3.987	0.000
Workload ⟶ Employee performance	0.246	0.233	0.074	3.342	0.000
Burnout ⟶ Work life balance	0.157	0.17	0.089	1.765	0.039
Burnout ⟶ Employee Performance	0.117	0.123	0.066	1.764	0.039
Autocratic leadership ⟶ Work life balance	0.47	0.465	0.098	4.788	0.000
Autocratic Leadership ⟶ Employee Performance	0.348	0.339	0.088	3.958	0.000
Work life balance ⟶ Employee performance	0.741	0.726	0.097	7.651	0.000

4.2.3 Mediation Analysis

In this study, a mediation test was used to see the results Output SmartPLS on Bootstapping part Spesific Indirect Efects. The mediation analysis used to test mediating variables as a link between exogenous and endogenous variables is shown in the table below:

Table 10. Results specific indirrect efects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
Workload ⟶ Work life balance ⟶ Employee Performance	0.246	0.233	0.074	3.342	0.000	Partially Mediated
Burnout ⟶ Work life balance ⟶ Employee Performance	0.117	0.123	0.066	1.764	0.039	Fully Mediated
Autocratic Leadership ⟶ Work life balance ⟶ Employee Performance	0.348	0.339	0.088	3.958	0.000	Fully Mediated

Based on this Table 10, it can be seen that there is a significant role of mediation in the variables work life balance in the relationship between workload and employee performance with value (Tstatistics 3.342 > Ttable 1.66) and (P Value 0.000 < 0.05), so that the indirect effect of workload on employee performance is through work life balance proven to be significant and declared fully mediated.

The significant role of mediation on variables works life balance in relationship burnout on employee performance with a value (Tstatistics 1.764 > Ttable 1.66) and (P Value 0.039 < 0.05), so the indirect influence between burnout on employee performance through work life balance proven to be significant and declared fully mediated. This also occurs in the significant role of mediation in variables work life balance in the relationship between autocratic leadership and employee performance with values (Tstatistics 3.958 > Ttable 1.66) and (P Value 0.000 < 0.05), so the indirect influence between autocratic leadership on employee performance is through work life balance proven to be significant and declared fully mediated

4.3 Discussion

4.3.1 Effect of Workload on Employee Performance Through Work Life Balance (H1)

The results of data analysis show that workload has a positive and significant effect on employee performance, mediated by work life balance with a coefficient value of 0.246, then a Tstatistics value of 3.342 > Ttable 1.66 and a P-value of 0.001 < 0.05. Based on this, excessive workload will affect employee performance. A structured and balanced workload encourages employees to work more efficiently and effectively. With a good work-life balance, employees can focus and provide maximum performance at work (Faeni, Pujiati, & Wulandari, 2026a; Faeni, 2024). This is in accordance with research from Efendi and Suwarsi (2022) that workload has a significant effect on employee work life balance and work life balance has a significant effect on employee performance.

4.3.2 Effect of Burnot on Employee Performance Through Work Life Balance (H2)

The results of data analysis show that burnout has a positive and significant effect on employee performance through work life balance. with a coefficient value of 0.117, then a T statistics value of 1.764 > T table 1.66 and a P-value of 0.039 < 0.05. It is important for organizations to pay attention to and manage employee burnout levels, as well as ensuring there is a good work-life balance among employees. Efforts to reduce burnout and improve work life 76 balance can contribute significantly to improving employee performance in the long term (Faeni, & Yuliansyah, 2023; Pujiati, Feani, & Cahaya, 2025; Iswandir, & Faeni, 2025). Research by Rahmadani, Puspita, and Waliamin (2023) also states that burnout and work life balance have a simultaneous effect on employee performance and this research also states that work life balance has a positive and significant effect on employee performance.

4.3.3 The Influence of Autocratic Leadership on Employee Performance Through Work Life Balance (H3)

The results of data analysis show that autocratic leadership has a positive and significant effect on employee performance mediated by work life balance with a coefficient value of 0.348, then a Tstatistics value of 3.958 > Ttable 1.66 and a P-value of 0.000 < 0.05. These findings reveal that the

positive effect of autocratic leadership on employee performance is mediated by work life. This means that having autocratic leadership can encourage increased performance. Evidence based on experience shows that authoritarian leadership continues to be widely used by managers around the world (Chen, Huang, Sun, & Zheng, 2022). (Mboka, 2021) in his research said that this type of leadership has a positive relationship with employee performance. This relationship is not significant. In line with research (Kabdiyono, Perkasa, Ekhsan, Abdullah, & Febrian, 2024) that leadership has a positive and significant effect on employee performance.

4.3.4 The Influence of Workload, Burnout and Autocratic Leadership on Employee Performance (H4)
The fourth hypothesis testing was carried out to determine the direct influence produced by the Workload, Burnout and Autocratic Leadership variables on employee performance. The results of the R-square analysis show that the value of the employee performance variable is 0.549. shows that workload, burnout and autocratic leadership have a positive and significant effect on employee performance. This shows that increasing workload can increase productivity, although the risk of burnout must be managed properly. The autocratic leadership style, although controversial, can provide the clear direction and structure needed to achieve better performance. Therefore, management needs to balance workload and pay attention to employee burnout levels and use a leadership style that is appropriate to the situation to improve performance. This is in line with research (Kabdiyono et al., 2024) (Husaeni & Wiratno, 2020) that leadership has a positive and significant effect on employee performance. Burnout has a positive and significant effect on employee performance & empirical test results prove that authoritarian leadership style has a positive effect on burnout. Thus, a leader should apply a good leadership style so that employees feel comfortable in the company and employees do not feel burnout.

5. Conclusions

5.1 Conclusion

Based on the results of research and discussions that have been analyzed by researchers regarding workload as variable X_1, burnout as variable X_2, autocratic leadership as X_3, work life balance as variable Y and employee performance as variable Z, the researchers draw the following conclusions. Workload (X_1) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y). Burnout (X_2) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y). Autocratic leadership (X_3) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y). Workload (X_1), Burnout (X_2) and Autocratic Leadership (X_3) have a positive and significant effect on employee performance (Z).

5.2 Research Limitations

This study has several limitations that must be acknowledged. First, the scope of the research was restricted to a single aviation company in Indonesia, which limits the generalizability of the findings to other industries or even to other aviation firms with different organizational cultures and structures. Second, the sample size of 104 respondents, although determined using the Slovin formula, may not fully represent the diversity of experiences across the population of 1,400 employees, particularly since simple random sampling does not account for subgroup differences such as departments or job levels. Third, the cross-sectional design only captures data at one point in time, making it difficult to observe dynamic changes in workload, burnout, leadership style, and work-life balance over a longer period. Fourth, the reliance on self-reported questionnaires introduces potential biases, including social desirability and inaccurate recall, and one burnout indicator (X2.4) failed to meet the validity threshold, which may weaken the robustness of the burnout construct. Finally, the R-square results indicate that 45% of employee performance and 25% of work-life balance are influenced by other variables not examined in this study, such as compensation, organizational culture, or job satisfaction. These limitations suggest that while the study provides valuable insights, its findings should be interpreted with caution and serve as a foundation for future research with broader scope and additional variables.

5.3 Suggestions and Directions for Future Research

Building on the findings of this study, several directions for future research can be proposed to deepen the understanding of how workload, burnout, and autocratic leadership influence employee performance through work-life balance. Future studies should expand the sample size and include multiple aviation companies or different industries to enhance the generalizability of results. Employing longitudinal research designs would allow scholars to capture changes in employee perceptions and performance over time, especially as organizational practices and leadership styles evolve. Researchers are also encouraged to adopt mixed-method approaches, combining quantitative surveys with qualitative interviews or case studies, to gain richer insights into employee experiences and motivations. In addition, future studies could incorporate other relevant variables such as organizational culture, compensation, psychological well-being, or job satisfaction, which may further explain variations in employee performance. Comparative studies across countries or sectors would also be valuable to highlight contextual differences and provide a broader perspective on how cultural attitudes, policy frameworks, and industry characteristics shape the effectiveness of work-life balance initiatives. By pursuing these directions, future research can provide more comprehensive evidence to guide both academics and practitioners in designing sustainable human resource strategies that foster employee well-being and organizational success.

Acknowledgement

The author would like to express sincere gratitude to the management and employees of the Indonesian aviation industry who participated in this study and provided valuable support during the data collection process. Special appreciation is extended to colleagues and academic mentors for their constructive feedback and guidance throughout the research design and analysis stages. The author also acknowledges the assistance of reviewers and editors whose insightful comments contributed to improving the quality of this manuscript. Any financial or non-financial support received for this study is gratefully recognized. Finally, heartfelt thanks are given to family and peers for their continuous encouragement, which made the completion of this research pos

Author Contributions

LI responsible for research conceptual framework, developing design and research novelty and gap. She is responsible for the distributions of research questionnaires, collected datas and made statistical analysis for this research purposes.

References

Chen, L., Huang, X., Sun, J., & Zheng, Y. (2022). The virtue of a controlling leadership style: Authoritarian leadership, work stressors, and leader power distance orientation. *Asia Pacific Journal of Management*, *41*(2), 507–547. https://doi.org/10.1007/s10490-022-09860-7

Efendi, K. R. N., & Suwarsi, S. (2022). Pengaruh Beban Kerja terhadap Work Life Balance dan Implikasinya terhadap Kinerja Karyawan PT. *Sicepat Dungus Cariang Bandung. Bandung Conference Series: Business and Management*, *2*(2), 1257-1260. https://doi.org/10.29313/bcsbm.v2i2.4228

Ekowati, V. M., Supriyanto, A. S., Fatmawati, Y. D., Mukaffi, Z., & Setiani. (2021). An empirical effect of workloads on employee satisfaction: Mediating by work environment. *Journal of Southwest Jiaotong University*, *56*(1). https://doi.org/10.35741/issn.0258-2724.56.1.14

Faeni, D. P. (2024). SERVQUAL measures: Indonesian government healthcare (BPJS) from a human resource perspective. *Journal of Infrastructure, Policy and Development*, *8*(2), 1-21. https://doi.org/10.24294/jipd.v8i2.2271

Faeni, D. P., Anjani, N. dwi, & Setyawati, N. wahyu. (2024). Beban kerja, burn out, jenjang karir, employee engagement terhadap loyalitas karyawan pada Kantor Kelurahan Harapan Jaya Bekasi Utara. *PPIMAN Pusat Publikasi Ilmu Manajemen*, *2*(2). https://doi.org/10.59603/ppiman.v2i2.361

Faeni, D. P., Puspitaningtyas Faeni, R., Alden Riyadh, H., & Yuliansyah, Y. (2023). The COVID-19 pandemic impact on the global tourism industry SMEs: A human capital development perspective. *Review of International Business and Strategy*, *33*(2), 317-327. https://doi.org/10.1108/RIBS-08-2021-0116

Faeni, D. P., Puspitaningtyas, R., & Safitra, R. (2021). Work life balance, peningkatan karir dan tekanan kerja terhadap produktivitas: Kasus pada lembaga sertifikasi profesi P3 pembangun penyuluh integritas bangsa. *Studi Akuntansi, Keuangan, Dan Manajemen*, *1*(1), 45-57. https://doi.org/10.35912/sakman.v1i1.602

Faeni, P. D., Syeikholbi, D., & Husada, C. (2023). Workload and Work Stress Toward Nurses' Performance at Indonesian General Hospital. *Dinasti Internasional*. Retrieved from https://dinastipub.org/DIJMS/article/view/1880

Faeni, D. P., Pujiati, H. ., & Wulandari, D. S. (2026). Green product, green brand image, green advertising on purchase decisions mediated by price, SERVQUAL. *Reviu Akuntansi, Manajemen, Dan Bisnis*, *6*(2), 481-503. https://doi.org/10.35912/rambis.v6i2.6854

Faeni, D. P., Pujiati, H., Cahaya, Y. F., & Faeni, R. P. (2026). Green human resource management: Strategic analysis in integrating work environment principles to policy-moderated employees performance. *Reviu Akuntansi, Manajemen, Dan Bisnis*, *6*(2), 505-521. https://doi.org/10.35912/rambis.v6i2.6940

Faeni, R. P., Faeni, D. P., Pujiati, H., & Cahaya, Y. F. (2025). From Green HRM to sustainability: A study of ground handling in java with employee performance as a key link. *Annals of Human Resource Management Research*, *5*(3), 305-320. https://doi.org/10.35912/ahrmr.v5i3.2991

Hadita, & Damayanti, Y. (2021). The effect of human capital and organizational learning on performance mediated by organizational competency. *INFLUENCE : International Journal of Science Review*, *3*(3), 217-228. https://doi.org/10.54783/influence.v3i3.180

Hejin, W., Triansyah, A., & Stefania, S. (2023). Factors affecting employee performance: A systematic review. *Journal Markcount Finance*, *1*(2), 118-127. https://doi.org/10.55849/jmf.v1i2.102

Husaeni, A. F., & Wiratno, A. (2020). Pengaruh gaya kepemimpinan dan motivasi terhadap burnout pada PT Indaco warna dunia (Regional Sales Purwokerto). *Ratio : Reviu Akuntansi Kontemporer Indonesia*, *1*(1), 8-17. https://doi.org/10.30595/ratio.v1i1.7858

Iswandir, I., & Faeni, D. P. (2025). Determinant of workload, burnouts and transformational leadership on employees' performance moderated by work life balance at aviation industries. *Jurnal Ilmiah Manajemen Kesatuan*, *13*(6), 5719–5726. https://doi.org/10.37641/jimkes.v13i6.4124

Juru, P., & Wellem, I. (2022). The effect of workload on employee performance with job stress as intervening variable in the land agency office of sikka regency. Paper presented at 2022: 2nd International Conference on Business and Social Sciences.

Kabdiyono, E. L., Perkasa, D. H., Ekhsan, M., Abdullah, M. A. F., & Febrian, W. D. (2024). Kepemimpinan, beban kerja dan burnout terhadap kinerja karyawan perusahaan garment di Kabupaten Tangerang. *Jurnal Humaniora, Ekonomi Syariah dan Muamalah*, *4*(02), 7823-7830. https://doi.org/10.38035/jhesm.v2i2.251

Machali, I. (2021). Metode penelitian kuantitatif. *In NBER Working Papers*. Retrieved from http://www.nber.org/papers/w16019

Marsono, M., Faeni, D. P., & Kemalsyah, H. M. (2026). The role of transformational leadership, high-performance work systems, and psychological capital in work engagement. *Annals of Human Resource Management Research*, *6*(2), 345-364. https://doi.org/10.35912/ahrmr.v6i2.3928

Maslach, C., & Leiter, M. P. (2022). The burnout. In G. Fink (Eds.), *Encyclopedia of Stress* (pp. 358-362). Elsevier.

Mboka, F. M. (2021). The influence of leadership style on employee engagement. *Journal of Business and Social Sciences*. Retrieved from http://ipublishing.intimal.edu.my/jobss.html

Nalendra, A. R. A., Rosalinah, Y., Priadi, A., Subroto, I., Rahayuningsih, R., Lestari, R., Kusamandari, S., Yuliasari, R., Astuti, D., Latumahina, J., Purnomo, M. W., & Zede, V. A. (2021). Stastitika seri dasar dengan SPSS. *In Media Sains Indonesia : Bandung*. Retrieved from http://www.penerbit.medsan.co.id/

Oh, J., Kim, D. H., & Kim, D. (2023). The impact of inclusive leadership and autocratic leadership on employees' job satisfaction and commitment in sport organizations: The mediating role of organizational trust and the moderating role of sport involvement. *Sustainability (Switzerland)*, *15*(4). https://doi.org/10.3390/su15043367

Pujiati, H. (2026). AIoT education versus conventional teaching toward students performance: A systematic literature review. *Reviu Akuntansi, Manajemen, Dan Bisnis*, *6*(2), 467-479. https://doi.org/10.35912/rambis.v6i2.6852

Pujiati, H., Feani, D. P., & Cahaya, Y. F. (2025). Self-Efficacy, engagement, and spiritual intelligence on performance via OCB among Jakarta educators. *Annals of Human Resource Management Research*, *5*(1), 43-59. https://doi.org/10.35912/ahrmr.v5i1.2861

Rahmadani, M. G., Puspita, V., & Waliamin, J. (2023). Pengaruh burnout dan work life balance terhadap kinerja pegawai Inspektorat Provinsi Bengkulu. *Jurnal Manajemen Bisnis Dan Keuangan*, *4*(1), 97-107. https://doi.org/10.51805/jmbk.v4i1.121

Susan, E. (2019). Manajemen sumber daya manusia. *Jurnal Manajemen Pendidikan Islam*, *9*(2), 952-962. https://doi.org/10.35673/ajmpi.v9i2.429

Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of smes employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, *13*(June), 1–12. https://doi.org/10.3389/fpsyg.2022.906876

Udin, U. (2023). The impact of work-life balance on employee performance: Mediating role of affective commitment and job satisfaction. *International Journal of Sustainable Development and Planning*, *18*(11), 3649-3655. https://doi.org/10.18280/ijsdp.181131

Widana, I. D. K. K., Susanto, P. C., Sadipung, T. O., & Pujiati, H. (2025). Determining lecturer performance: Analysis of competence, motivation, and self-efficacy through remuneration. *Annals of Human Resource Management Research*, *5*(2), 285-299. https://doi.org/10.35912/ahrmr.v5i2.2919