

The Relationship Between Work-Family Conflict and Role Overload with Burnout in Working Mothers at Private Companies in Bandung Regency

Annisa Intan Puspitasari^{1*}, Rifqi Farisan Akbar²

Universitas Indonesia Membangun, Bandung

Corresponding author: annisaintanpuspitasari@student.inaba.ac.id^{1*}
rifqi.farisan@inaba.ac.id²

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Abstract

This study investigates the association between work–family conflict, role overload, and burnout among working mothers employed in private-sector organizations in Bandung Regency. A quantitative correlational design was implemented, involving 100 respondents selected via probability sampling using the Slovin formula. Data were collected using an online questionnaire that incorporated established instruments adapted to the research context, including measures of work–family conflict, role overload, and burnout. Statistical analysis was conducted using IBM SPSS Statistics after the data met the required analytical assumptions. The results indicate that work–family conflict shows a very strong relationship with burnout, reflected by a correlation coefficient of $r = 0.932$ ($p < 0.001$). Role overload also demonstrates a strong association with burnout, with a correlation value of $r = 0.855$ ($p < 0.001$). Furthermore, when examined simultaneously, both variables contribute significantly to burnout, as evidenced by an F value of 338.507 ($p < 0.001$) and a coefficient of determination (R^2) of 0.875. This finding suggests that 87.5% of the variance in burnout among working mothers can be explained by the combined influence of work–family conflict and role overload. Overall, the findings highlight that competing role demands and excessive workload pressures substantially increase vulnerability to burnout. These results underscore the importance of organizational strategies that emphasize workload balance, role clarity, and supportive work policies to mitigate burnout risks among working mothers.

Keywords: Work–Family Conflict, Role Overload, Burnout, Working Mothers, Private Sector

1. Introduction

Women's workforce participation in Indonesia has shown significant improvement in recent years. The Central Statistics Agency ([BPS, 2024](#)) notes that the female labor force participation rate has reached 56.42%, indicating that women are becoming more active in both the formal and informal sectors. However, this improvement has not always been accompanied by a change in domestic roles. Many women remain primarily responsible for childcare and housework, thereby facing a double burden that can lead to psychological stress and emotional exhaustion ([Mulasari & Amalia, 2024](#)).

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A similar phenomenon can be seen in Bandung Regency, where medium-sized companies with long working hours and limited flexibility leave working mothers vulnerable to the simultaneous demands of work and domestic roles. [Soegiono and Idulfilastri \(2024\)](#) note that work flexibility in this region remains low, exacerbated by the characteristics of the manufacturing and logistics industries, which require physical presence, shift systems, and high production targets. [Mustika et al. \(2024\)](#) also found that medium-sized companies in Greater Bandung often experience labor shortages, leading to disproportionate task assignments and increased workloads. This condition is becoming increasingly significant given that female labor participation in Bandung Regency increased from 49.19% in 2023 to 51.25% in 2024 ([BPS Bandung Regency, 2024](#)).

This structural pressure is reinforced by West Java's cultural context, which still adheres to traditional gender norms. [Haryani's \(2020\)](#) research shows that Sundanese society tends to place women in the primary role of caregivers for domestic affairs, even though women also serve as breadwinners. The imbalance between cultural expectations and the demands of industrial work can create greater psychological pressure for working mothers, especially when organizational support is insufficient.

Preliminary interview findings indicate that working mothers in private companies in Bandung Regency experience emotional exhaustion, decreased motivation, and a sense of being overwhelmed in meeting work and family demands, consistent with the dimensions of burnout according to [Maslach, Schaufeli, and Leiter \(2009\)](#). This phenomenon is supported by the findings of [Riyono & Rezki \(2022\)](#), who reported that more than half of female workers in the formal sector experience burnout, as well as [Muliasari & Amalia \(2024\)](#) and [Apipah & Harsanti \(2025\)](#), who showed that the simultaneous burden of caregiving and work demands significantly increases emotional exhaustion. This condition not only impacts mental health but also leads to decreased productivity and increased turnover intention.

Burnout in working mothers does not occur suddenly, but is triggered by two main factors, namely work–family conflict (WFC) and role overload. Work–family conflict arises when pressures from occupational and family roles compete, a condition that has been associated with heightened emotional fatigue and reduced involvement in work activities ([Riyono & Rezki, 2022](#)). Among working mothers in Bandung Regency, WFC is largely caused by long working hours, low flexibility, overtime, and unstable schedules ([Apipah & Harsanti, 2025](#)). Initial interviews also revealed difficulties in caring for children while working shifts, dealing with sudden overtime, and having to go to work when children are sick due to the lack of family leave. These findings are consistent with [Dayatri & Mustika \(2021\)](#), who emphasize that high workloads and family-unfriendly policies reinforce the emergence of WFC and contribute significantly to burnout.

In addition to WFC, another factor that exacerbates the condition of working mothers is role overload, which occurs when role demands exceed an individual's time and energy capacity. Role overload has been shown to increase work stress and accelerate emotional exhaustion ([Lineuwih et al., 2022](#)), especially among mothers who juggle both professional and domestic roles ([Iswahyuni & Abadiyah, 2025](#)). [Hardiani et al. \(2024\)](#) added that excessive role overload accelerates the decline in psychological resources. In Bandung Regency, high work intensity and minimal organizational support increase the potential for overload, in line with [Purnama et al. \(2023\)](#), who showed that the combination of workloads and family demands increases the risk of burnout among female employees in the private sector.

Although burnout among working women has been extensively studied, the majority of studies only highlight one stress factor, namely WFC, while role overload is rarely examined simultaneously. In addition, most studies have been conducted in metropolitan areas or specific sectors, leaving working mothers in medium-sized private companies in Bandung Regency underrepresented in the literature. However, the characteristics of work in this region, such as shift systems, high production targets, and low flexibility, have the potential to reinforce both sources of stress. Given that burnout impacts productivity, absenteeism, and turnover intention, and threatens the sustainability of human resources ([Rahmawati & Widyantoro, 2023](#)), studies that examine WFC and role overload simultaneously in a local context are becoming increasingly relevant and necessary.

This gap in the literature underscores the need for a more focused examination of how work–family conflict and role overload contribute to burnout among working mothers in Bandung Regency. As women’s workforce participation continues to rise while supportive and adaptive workplace policies remain limited, identifying the determinants of burnout becomes essential. Such understanding can serve as a foundation for practical recommendations aimed at helping private-sector organizations develop work environments that are more attentive to the specific needs of working mothers.

2. Literature Review

2.1 Work-Family Conflict

Work–family conflict refers to a type of role strain that arises when pressures from occupational and family domains are incompatible, limiting individuals’ ability to manage both roles successfully ([Greenhaus & Beutell, 1985](#)). In this study, WFC is conceptualised as a bidirectional construct comprising Work Interference with Family (WIF) and Family Interference with Work (FIW), as proposed by [Netemeyer et al. \(1996\)](#). WIF describes situations in which work obligations, such as extended working hours, tight deadlines, and performance pressures, limit individuals’ participation in family roles. Conversely, FIW refers to family duties and responsibilities that disrupt work performance. These two components illustrate how limited time, energy, and psychological capacity can hinder individuals’ ability to manage dual role expectations.

A substantial body of research consistently shows that high WFC is associated with increased emotional strain and an elevated risk of burnout. [Frone et al. \(1992\)](#) explained that prolonged exposure to conflicting role demands gradually diminishes psychological resources, leading to exhaustion. Studies in the Indonesian context similarly demonstrate that WFC is significantly associated with emotional fatigue among women employees (Riyono & Rezki, 2022), while Purnama et al. (2023) found that heightened WFC is associated with a decline in psychological well-being. Therefore, WFC can be considered an initial stress mechanism that, when persistent, contributes to chronic stress and increases the likelihood of burnout among working mothers.

2.2 Role Overload

Role overload refers to a psychological condition in which individuals perceive that the responsibilities they must fulfil exceed the time, energy, and capability they possess ([Kahn et al., 1964](#)). [Reilly \(1982\)](#) emphasised that role overload is largely subjective and manifests as experiences of time pressure, fatigue, and overwhelm when managing multiple responsibilities simultaneously. For working mothers, role overload often emerges when demanding workplace

expectations coincide with domestic obligations and childcare responsibilities ([Greenhaus & Beutell, 1985](#)).

Continuous pressure related to work performance, deadlines, and emotional demands has been shown to increase psychological fatigue and susceptibility to burnout ([Putra & Nuradina, 2023](#)). Empirical findings by [Lineuwih et al. \(2022\)](#) revealed a significant association between role overload and emotional exhaustion among female workers. When such conditions persist without adequate recovery, individuals may experience declining self-efficacy and develop cynical attitudes toward work—core components of burnout as noted by [Maslach and Leiter \(2016\)](#). Thus, role overload is considered a critical job demand that plays a central role in the emergence of burnout among working mothers.

2.3 Burnout

Burnout among working mothers is a state of psychological depletion resulting from prolonged exposure to job-related stress and accumulated role demands ([Maslach & Leiter, 2016](#)). The Maslach Burnout Inventory–General Survey (MBI-GS) conceptualises burnout through three interrelated components: exhaustion, cynicism, and reduced professional efficacy ([Maslach et al., 2001](#)). Exhaustion reflects emotional and physical fatigue caused by excessive demands, cynicism represents psychological distancing and disengagement from one's work, while reduced professional efficacy refers to diminished perceptions of personal competence and accomplishment. These dimensions collectively illustrate a chronic and progressive process of burnout ([Schaufeli et al., 2020](#)).

Among working mothers, burnout often arises when work and family demands accumulate without adequate recovery or support resources ([Riyono & Rezki, 2022](#)). However, exposure to demanding roles does not automatically lead to burnout. [Akbar \(2022\)](#) highlighted that emotional regulation abilities and effective problem-solving skills act as protective factors, enabling individuals to manage stress more adaptively and reducing the likelihood of psychological exhaustion. This suggests that burnout is shaped not only by external demands, but also by the interaction with internal coping capacities.

3. Research Method

In this study, relationships among the research variables were examined using a quantitative approach that relies on statistical analysis of numerical data ([Sugiyono, 2019](#)). A correlational design was considered appropriate because it focuses on identifying both the magnitude and direction of variable associations while leaving participants' conditions unchanged ([Creswell, 2014](#)). The research process followed systematic scientific procedures, beginning with topic selection, the development of a theoretical foundation, and a literature review of relevant scholarly sources, which then guided the formulation of variables, the selection of instruments, and the determination of research procedures ([Sastri, 2022](#)). This research examined how work–family conflict (X_1) and role overload (X_2) are associated with burnout (Y) among working mothers employed in private-sector companies in Bandung Regency, both as independent predictors and in combination.

3.1 Operasional Variabel

This study involves two independent variables and one dependent variable.

Table 1. Operational Definitions of Variables

Variable	Conceptual Definition	Operational Definition
Work–Family Conflict (X ₁)	A type of conflict between roles that occurs when expectations and demands from work and family domains clash, making it difficult to fulfil both roles at the same time (Greenhaus & Beutell, 1985).	The degree to which working mothers feel that work tasks interfere with family responsibilities or vice versa, measured using the Work–Family Conflict Scale.
Role Overload (X ₂)	A psychological condition in which individuals perceive that the roles they must fulfil exceed their available time, energy, and capabilities (Kahn et al., 1964 ; Reilly, 1982).	Working mothers' perception of excessive role demands that surpass their personal capacity, assessed using a Role Overload Scale.
Burnout (Y)	A chronic state of psychological strain resulting from prolonged work stress, characterized by emotional exhaustion, cynicism, and reduced professional efficacy (Maslach & Jackson, 1981).	The level of psychological fatigue experienced by working mothers was assessed using the Maslach Burnout Inventory–General Survey (MBI-GS).

Table 2. Indicators of Variables

Variable	Indicator
Work–Family Conflict (X ₁)	• Work demands hinder the fulfilment of family responsibilities • Family responsibilities interfere with work activities • Perception of excessive demands that exceed personal capability
Role Overload (X ₂)	• Feelings of being overwhelmed • Emotional and physical exhaustion caused by job demands
Burnout (Y)	• Cynicism or detachment from work • Reduced sense of competence and work effectiveness

3.2 Population and Sample

The study population comprised working mothers employed by private-sector companies in Bandung Regency. Based on statistical records from the Bandung Regency Central Statistics Agency ([BPS](#)), the number of female workers in the region is approximately 1.7 million. This number was then refined by considering the proportion of married women with children who are employed in the private sector, resulting in an estimated relevant population of 523,600 working mothers.

A simple random sampling technique was adopted as part of a probability sampling strategy. The sample size was estimated using the Slovin formula with a 10% error margin, indicating that at least 100 respondents were required.

3.3 Data Collection Techniques

Data collection in this study was conducted through a survey using a structured, closed-ended questionnaire. The instrument was designed based on the indicators of the research variables

work–family conflict, role overload, and burnout, and adjusted to their respective measurement scales. Participants provided responses using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was administered online to respondents who fulfilled the predetermined inclusion criteria. This distribution method was selected for its practicality, time efficiency, suitability for respondents with limited availability, and consistency with quantitative research approaches ([Sugiyono, 2019](#)).

3.4 Data Analysis Techniques

The collected data were analyzed using a quantitative statistical approach. Before testing the research hypotheses, several assumption checks were conducted, including a normality test to assess data distribution and a multicollinearity test to verify the absence of excessive correlations among independent variables. To investigate both partial and joint associations, multiple correlation analysis was used to examine the relationships among Work–Family Conflict, Role Overload, and Burnout among working mothers. The analysis employed a significance level of 0.05, and the strength of the relationships was interpreted according to established criteria for correlation coefficients ([Sugiyono, 2019](#)).

4. Findings and Discussions

This section provides a summary of the respondents' demographic information relevant to the study. The information presented includes age range, number of children, and length of employment. These characteristics are provided to provide a contextual understanding of participants' backgrounds, which is essential for interpreting the findings regarding the association between work–family conflict, role overload, and burnout experienced by working mothers.

Table 3. Respondents' Characteristics Based on Age Range

Age Range	Frequency (n)	Percentage (%)
< 25 years	3	3.0%
25–30 years	44	44.0%
31–35 years	36	36.0%
≥ 35 years	17	17.0%
Total	100	100.0%

The data in Table 3 show that respondents aged 25–30 years constitute the largest proportion of participants, with 44 individuals (44%). This is followed by respondents aged 31–35 years, totaling 36 individuals (36%); those aged ≥ 35 years, totaling 17 individuals (17%); and respondents under 25 years, totaling 3 individuals (3%). These results suggest that the majority of participants are in the early to mid-adulthood phase, a life period commonly associated with increasing work responsibilities alongside family role demands.

Table 4. Respondents' Characteristics Based on Number of Children

Number of Children	Frequency (n)	Percentage (%)
1 child	29	29.0%
2 children	54	54.0%
≥ 3 children	17	17.0%
Total	100	100.0%

As shown in Table 4, more than half of the respondents have two children, totaling 54 participants (54.0%). Meanwhile, 29 respondents (29.0%) have one child, and 17 respondents (17.0%) have three or more children. These findings imply that most working mothers in this study are responsible for caring for multiple children, which may increase family-related demands and is relevant when interpreting the potential emergence of work–family conflict and burnout risk.

Table 5. Respondents' Characteristics Based on Length of Employment

Length of Employment	Frequency (n)	Percentage (%)
< 1 year	9	9.0%
1–3 years	32	32.0%
≥ 3 years	59	59.0%
Total	100	100.0%

Table 5 illustrates that respondents with three or more years of work experience constitute the largest portion of the sample, totaling 59 participants (59%). This is followed by those with one to three years of employment, totaling 32 participants (32%), while respondents with less than one year of work experience account for 9 participants (9%). These results indicate that most respondents have relatively stable employment duration, which is meaningful in analyzing burnout that may develop through prolonged exposure to work demands.

4.1 Descriptive Statistics of Research Variables

Table 6. Descriptive Statistics

Variable	N	Min.	Max.	Mean	Std. Deviation
Work-Family Conflict (WFC)	100	10	50	40,50	8,294
Role Overload (RO)	100	13	65	53,59	8,566
Burnout	100	20	80	64,31	11,622
Valid N (listwise)	100				

Source: Researcher's data processing.

Based on a descriptive analysis of 100 working mothers, the Work–Family Conflict (WFC) variable ranged from 10 to 50, with an average of 40.50 and a standard deviation of 8.294. The Role Overload (RO) variable ranged from 13 to 65, with a mean of 53.59 and a standard deviation of 8.566. Meanwhile, the Burnout variable ranged from 20 to 80, with an average of 64.31 and a standard deviation of 11.622. Since all variables were measured using a five-point Likert scale, these relatively high mean values indicate that most respondents experienced notable levels of work–family conflict, substantial role overload, and elevated burnout. The standard deviation values also suggest meaningful variation in respondents' experiences.

4.2 Reliability Test

Table 7. Cronbach's Alpha Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Desc.
Work-Family Conflict (WFC)	10	0,949	Reliable
Role Overload (RO)	13	0,925	Reliable
Burnout	16	0,948	Reliable

Source: Researcher's data processing.

Based on the reliability test results using Cronbach's Alpha, it was found that the Work-Family Conflict (WFC) variable had an alpha value of 0.949 with 10 items; the Role Overload (RO) variable had an alpha value of 0.925 with 13 items; and the Burnout variable had an alpha value of 0.948 with 16 items. All Cronbach's Alpha values exceeded the reliability criterion of $\alpha > 0.70$, indicating that the three research instruments had excellent internal consistency and were reliable for further analysis.

4.3 Normality Test

Table 8. Results of the Kolmogorov-Smirnov Normality Test

Tested Data	N	Kolmogorov – Smirnov Z	Sig. (Asymp. Sig. 2-tailed)
Unstandardized Residual	100	0,076	0,159

Source: Researcher's data processing.

Normality was examined using the One-Sample Kolmogorov-Smirnov Test on the unstandardized residuals. The results revealed an Asymp. Sig. (2-tailed) value of 0.159 with a K-S value of 0.076 for $N = 100$. As the significance level exceeded 0.05, the residual data met the normality assumption. Therefore, the dataset was deemed appropriate for subsequent parametric statistical procedures.

4.4 Multicollinearity Test

Table 9. Multicollinearity Test Results

Variable	Collinearity Statistics		Criteria
	Tolerance	VIF	
Work-Family Conflict (WFC)	0,228	4,392	Tolerance $> 0,10$ dan VIF < 10
Role Overload (RO)	0,228	4,392	Tolerance $> 0,10$ dan VIF < 10

Source: Researcher's data processing.

The multicollinearity assessment indicated that both independent variables, Work-Family Conflict (WFC) and Role Overload (RO), produced identical tolerance values of 0.228 and VIF values of 4.392. These results are still within acceptable limits (Tolerance > 0.10 and VIF < 10), indicating that no multicollinearity problem is present in the regression model and that the predictors can be analyzed simultaneously.

4.5 Pearson Correlation Test

Table 10. Pearson Product-Moment Test

Variable	Burnout (r)	Sig. (p)	Category
Work-Family Conflict (WFC)	0,932	$< 0,001$	Very strong
Role Overload (RO)	0,855	$< 0,001$	Very strong

Source: Researcher's data processing.

The Pearson Product-Moment analysis demonstrated a very strong and statistically significant positive correlation between Work-Family Conflict (WFC) and burnout ($r = 0.932$; $p < 0.001$). Role Overload also showed a very strong, significant correlation with burnout ($r = 0.855$; $p < 0.001$).

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0.001). In addition, WFC was highly correlated with RO ($r = 0.879$; $p < 0.001$). These findings clearly illustrate that increases in both WFC and role overload are closely associated with higher burnout levels among working mothers.

4.6 Multiple Regression Analysis

Table 11. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	0.875	0.872	4.156

Source: Researcher's data processing.

The regression results show that the R Square value is 0.875 and the Adjusted R Square is 0.872. This means that Work–Family Conflict and Role Overload together explain 87.5% of the changes in burnout levels, while the remaining 12.5% is influenced by other factors not examined in this study. These results show that both variables have a very large contribution to burnout among working mothers.

Table 12. F-Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11695.679	2	5847.839	338.507	<.001b
1 Residual	1675.711	97	17.275		
Total	13371.390	99			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Role Overload, Work-Family Conflict

Source: Researcher's data processing.

The results of the F-test indicate that the obtained F value is 338.507 with a significance level of $p < 0.001$ at degrees of freedom $df_1 = 2$ and $df_2 = 97$. Since the significance value is below 0.05, the regression model is declared statistically significant. This shows that Work–Family Conflict (WFC) and Role Overload (RO), when tested simultaneously, have a significant influence on Burnout. Thus, the regression model used in this study is appropriate and valid for explaining the dependent variable.

Table 13. Partial Test (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.822	2.700		2.897	0.005
1 WFC	1.113	0.106	0.794	10.543	0.000
RO	0.213	0.102	0.157	2.085	0.040

a. Dependent Variable: Burnout

Source: Researcher's data processing.

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The t-test findings revealed that Work–Family Conflict (WFC) significantly predicted burnout, as indicated by a t value of 10.543 and $p = 0.000$ ($p < 0.05$). Role Overload (RO) also demonstrated a significant effect, with a t value of 2.085 and $p = 0.040$ ($p < 0.05$). These results confirm that both WFC and RO individually contribute to increased burnout among working mothers.

4.7 Discussion

The findings indicate that Work–Family Conflict (WFC) and Role Overload are strongly and positively related to burnout among working mothers employed in private-sector companies in Bandung Regency. The coefficient of determination ($R^2 = 0.875$) indicates that a substantial proportion (87.5%) of burnout variance is explained by these two factors, with the remaining variance attributable to variables beyond the scope of this study. Results from the F-test confirm that WFC and Role Overload jointly exert a significant effect on burnout. In addition, the t-test results indicate that each predictor independently contributes to increased burnout levels.

Theoretically, these findings support the role conflict perspective, which states that when work and family demands clash, individuals are likely to face persistent psychological tension. When individuals cannot meet both expectations simultaneously, prolonged tension may develop into burnout ([Kahn et al., 1964](#)). Burnout is characterized by a state of emotional depletion, psychological distancing from work, and a decline in perceived personal effectiveness that develops as a consequence of sustained and excessive job demands ([Maslach & Jackson, 1981](#); [Maslach et al., 2001](#)). Therefore, when Work–Family Conflict and Role Overload increase, the probability of working mothers experiencing burnout also becomes higher.

These results are consistent with prior empirical evidence indicating that conflicts between work and family roles are closely associated with heightened emotional exhaustion and psychological strain among female employees ([Greenhaus et al., 1989](#)). Empirical research in Indonesia highlights that challenges in managing overlapping work and family demands are among the key determinants of burnout in female workers ([Dayatri & Mustika, 2021](#)). This is supported by evidence suggesting that prolonged conflict and unresolved pressure can negatively affect psychological adjustment and well-being ([Akbar & Ekanesia, 2024](#)). In addition, sociocultural expectations that still position women as the primary individuals responsible for domestic roles further increase the burden on working mothers, thereby heightening the risk of burnout ([Haryani, 2020](#)).

Regarding Role Overload, the results confirm previous studies indicating that excessive workload and role demands that surpass an individual's capacity significantly increase burnout tendencies ([Lineuwih et al., 2022](#)). Other research further highlights that persistent job demands and chronic work stress reduce psychological well-being and elevate burnout symptoms ([Mustika et al., 2024](#)). This evidence is further supported by studies demonstrating that occupational stressors, excessive role demands, and organizational contexts play a crucial role in the development of burnout among employees ([Iswahyuni & Abadiyah, 2025](#)).

From a practical standpoint, these results underscore the need for organizations to demonstrate greater sensitivity toward working mothers, particularly through balanced workloads and supportive policies such as flexibility and family-friendly programs. Support from both the workplace and family environment is also essential in helping working mothers manage dual responsibilities and minimize burnout risk ([Muliasari & Amalia, 2024](#)). Overall, this study provides strong empirical evidence that work–family conflict and role overload are critical

factors that must be addressed to prevent burnout among working mothers.

5. Conclusion

The findings of the present study demonstrate that Work–Family Conflict and Role Overload are closely and positively associated with burnout among working mothers employed in private-sector companies in Bandung Regency. The coefficient of determination ($R^2 = 0.875$) shows that a large proportion of burnout variance is explained by the combined influence of these two factors. The F-test findings confirm that Work–Family Conflict and Role Overload make a significant contribution to burnout, whereas the t-test results reveal that each variable independently exerts a meaningful effect. In other words, as conflicts between work and family responsibilities increase and role demands grow heavier, working mothers are more likely to experience greater burnout.

These findings illustrate that working mothers still face considerable psychological burden and demanding responsibilities across both the work and family spheres. In practice, this study underscores the importance of organizational support through more equitable workload management, flexible work policies, and adequate support from supervisors and colleagues. Family support also plays an important role in helping working mothers balance their dual roles and reduce their risk of burnout. Future studies are encouraged to examine additional factors that may influence burnout and to involve a wider range of respondents or different occupational sectors to obtain broader, more comprehensive findings.

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