

# Work–Life Balance as a Mediator in an Islamic Context: Burnout, Career, and Satisfaction

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## Abstract

This study investigates how burnout and career development influence job satisfaction via work–life balance among Muslim employees in Jakarta, integrating Islamic management principles. Using structural equation modelling, results indicate burnout negatively impacts work–life balance, while career development directly enhances job satisfaction. Crucially, work–life balance mediates the relationship between burnout and satisfaction. However, career development showed no significant link to work–life balance. The study uniquely combines behavioral theory with Islamic perspectives, highlighting that minimizing emotional strain is essential for maintaining the balance required for employee well-being.

## Public interest statements

This research explores how employees manage work–life balance amidst stress and career aspirations. Findings show that high burnout makes maintaining balance difficult, which subsequently reduces job satisfaction. Conversely, career development opportunities boost satisfaction directly, though they do not automatically improve balance. Ideally, workplaces should support well-being by preventing excessive stress and providing growth opportunities. These insights are crucial for creating healthier, more productive work environments that value both professional achievement and personal life balance.

**Keywords:** Work–Life Balance; Job Satisfaction; Burnout; Career Development; Islamic Management Perspective.

**Paper type:** Research paper

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## Abstrak

Studi ini meneliti bagaimana kelelahan kerja (burnout) dan pengembangan karier memengaruhi kepuasan kerja melalui keseimbangan kerja-kehidupan di antara karyawan Muslim di Jakarta, dengan mengintegrasikan prinsip-prinsip manajemen Islam. Menggunakan pemodelan persamaan struktural, hasil menunjukkan bahwa kelelahan kerja berdampak negatif terhadap keseimbangan kerja-kehidupan, sementara pengembangan karier secara langsung meningkatkan kepuasan kerja. Yang terpenting, keseimbangan kerja-kehidupan memediasi hubungan antara kelelahan kerja dan kepuasan. Namun, pengembangan karier tidak menunjukkan hubungan yang signifikan dengan keseimbangan kerja-kehidupan. Studi ini secara unik menggabungkan teori perilaku dengan perspektif Islam, menyoroti bahwa meminimalkan tekanan emosional sangat penting untuk menjaga keseimbangan yang dibutuhkan untuk kesejahteraan karyawan.

## Pernyataan kepentingan publik

Penelitian ini mengeksplorasi bagaimana karyawan mengelola keseimbangan kerja-kehidupan di tengah stres dan aspirasi karier. Temuan menunjukkan bahwa kelelahan kerja yang tinggi membuat menjaga keseimbangan menjadi sulit, yang kemudian mengurangi kepuasan kerja. Sebaliknya, peluang pengembangan karier secara langsung meningkatkan kepuasan, meskipun tidak secara otomatis meningkatkan keseimbangan. Idealnya, tempat kerja harus mendukung kesejahteraan dengan mencegah stres yang berlebihan dan menyediakan peluang pertumbuhan. Wawasan ini sangat penting untuk menciptakan lingkungan kerja yang lebih sehat dan produktif yang menghargai pencapaian profesional dan keseimbangan kehidupan pribadi.

Kata kunci: Keseimbangan Kehidupan Kerja; Kepuasan Kerja; Burnout; Pengembangan Karier; Perspektif Manajemen Islam.

## Introduction

The industry currently faces workforce challenges, including increasing job burnout. Employees face increasing job demands and high career expectations, which have raised concerns about work-life balance (WLB) in contemporary organizational research. Numerous empirical studies have demonstrated that WLB significantly influences job satisfaction, stress levels, performance, and commitment. For example, research conducted by Aruldoss et al. (2022) found that WLB is positively correlated with job satisfaction and work commitment, and negatively correlated with job stress among transportation sector employees. Similarly, research by Susanto et al. (2022) shows that WLB increases job satisfaction and performance in SMEs, emphasizing the important role of family-supportive supervisor behavior in strengthening this effect. Furthermore, research across countries such as India, Pakistan, Peru, and South Korea consistently shows that WLB is a key predictor of employee well-being and positive work attitudes (Hasan et al., 2021; García-Salirrosas et al., 2023; Min, 2022).

Burnout, often defined as the most common workplace health problem, is frequently associated with poor WLB. Studies across various groups, including social workers, teachers, medical personnel, and blue-collar workers, show that burnout significantly

erodes an individual's ability to achieve work-life balance (Reinhart et al., 2020; Ertürk, 2022; Wardani & Firmansyah, 2019). Tiwari (2023) further demonstrated that burnout mediates the effects of stress on WLB, reinforcing the notion that exhaustion and emotional distress spill over into the personal sphere, disrupting balance. Similarly, Min (2022) found that burnout negatively affected WLB among nurses in South Korea, highlighting how negative work experiences spill over into life outside work. These findings collectively suggest that burnout continues to impact WLB across diverse occupations and cultural contexts.

At the same time, career development has become an essential predictor of employees' job satisfaction and perceived balance. Studies across organizational settings show that the availability of training, growth opportunities, and career clarity contributes to enhanced WLB and job satisfaction (Alfansi et al., 2020; Istikarani et al., 2024; Gladia et al., 2024). Shafariah and Gofur (2025) further reveal that career development enhances WLB indirectly through job satisfaction, highlighting how positive work experiences spill over into personal life. These studies reinforce that both negative (burnout) and positive (career development) work experiences spill over into employees' non-work domains, shaping their perceptions of balance and satisfaction. Thus, spillover theory serves as an appropriate framework for examining how both types of work experiences influence WLB and, consequently, job satisfaction.

Despite the rich global literature, several critical gaps remain, particularly within the Indonesian context. First, most empirical studies examining the dynamics among burnout, WLB, career development, and job satisfaction are conducted outside Indonesia (e.g., Aruldoss et al., 2022; Min, 2022; Rashmi & Kataria, 2023; García-Salirrosas et al., 2023). Although some Indonesian studies exist, such as those by Wardani and Firmansyah (2019), Alfansi et al. (2020), and Shafariah and Gofur (2025), none have simultaneously tested burnout and career development as antecedents of WLB with job satisfaction as an outcome within a spillover-based mediation framework. Furthermore, these studies do not specifically examine Muslim employees—despite Indonesia being a Muslim-majority nation and Jakarta being a highly religious urban environment where Islamic values significantly shape work behavior, role expectations, and life-balance decisions.

Second, research conducted to date on this topic has rarely integrated Islamic ethical principles with spillover theory. Islamic teachings emphasize *wasatiyyah* (moderation) and encourage Muslims to maintain harmony between worldly responsibilities and spiritual commitments. The Quran explicitly reminds Muslims not to neglect worldly obligations while striving for spiritual goals (Quran 28:77), and prophetic traditions encourage balance between family, worship, rest, and work. These values align well with the modern organizational concept of WLB (Work-Life Balance). However, empirical research rarely examines how Islamic principles of moderation shape spillover processes among Muslim employees, indicating a significant theoretical and contextual gap, particularly in the Jakarta workplace, where religion plays a central role in shaping professional attitudes.

Third, while many studies explore WLB as both a predictor and a consequence, research that simultaneously positions WLB as a mediator between job burnout and career development is limited. Previous studies have tended to examine one of two relationships: burnout with work-life balance (WLB) (e.g., Min, 2022; Sharma & Tiwari, 2023) or career development with

job satisfaction/WLB (e.g., Alfansi et al., 2020; Gladia et al., 2024; Shafariah & Gofur, 2025). A combined model involving two antecedents of WLB, based on spillover theory, where burnout represents negative spillover and career development represents positive spillover, remains underexplored empirically. This is particularly important in Indonesia, where working conditions, family expectations, and religious commitments create a unique environment that influences employees' perceptions of balance.

Given these gaps, the current study aims to examine the mediating role of WLB in the relationships between burnout, career development, and job satisfaction among Muslim employees in Jakarta. Using spillover theory as the central framework, this study investigates how negative and positive work experiences spill over into personal life and collectively influence employees' job satisfaction. By positioning WLB as the mediating mechanism, the study offers a more integrated understanding of employee well-being within the sociocultural and religious context of Jakarta's Muslim workforce.

This research contributes to the literature in several ways. It enriches empirical work by providing evidence from a Muslim-majority urban setting, addressing the underexplored contextual relevance of WLB research in religiously oriented societies. The study also advances theoretical development by integrating spillover theory with Islamic principles of balance and moderation. Furthermore, it introduces an empirical model that simultaneously examines burnout and career development as antecedents of WLB, offering a holistic account of how contrasting work experiences shape job satisfaction. In practice, these findings will provide guidance for organizations and HR practitioners, particularly those operating in Islamic institutional contexts, in designing policies and development programs that support spiritual, personal, and professional balance, ultimately enhancing employee satisfaction and overall organizational well-being.

## Theoretical framework and hypotheses

### Islamic Management Perspective

In Islamic management, work-life balance (WLB) is rooted in the principles of *wasatiyyah* (moderation) and *tawāzun* (balance), which guide Muslims in harmonizing their professional responsibilities with spiritual and familial obligations. Sirojuddin (2025) explains that these principles encourage Muslims to avoid excessive work and to maintain equilibrium between worldly duties and worship, making WLB both a managerial and a religious imperative. Studies have shown that Islamic Work Ethic (IWE) enhances employee performance and loyalty, and WLB strengthens this relationship by providing emotional and spiritual stability (Angkat et al., 2021). Similarly, Sukarman (2024) found that WLB and Islamic work ethics jointly reduce burnout and turnover intention through increased job satisfaction, indicating that balance is essential for sustainable employee well-being in Islamic organizations. Islamic coping mechanisms such as *sabr* (patience), *tawakal* (trust in God), and ritual prayer also contribute significantly to managing work stress and maintaining psychological balance (Luthfi et al., 2025). Furthermore, Islamic leadership has been shown to promote WLB, particularly among younger employees, by fostering supportive and ethical work environments that align with Islamic moral values (Setianingsih & Achsanina, 2025). Overall, Islamic management literature emphasizes that

WLB is multidimensional, integrating moral, emotional, and spiritual aspects that are highly relevant for Muslim employees navigating complex work demands.

### **Spillover Theory Perspective**

Spillover theory provides a foundational framework for explaining how experiences in the work domain influence outcomes in personal life, and vice versa, through either positive or negative transmission. Negative spillover typically occurs when high job demands, emotional exhaustion, or burnout extend beyond the workplace and disrupt personal well-being, thereby impairing WLB (Min, 2022). Sharma and Tiwari (2023) demonstrated that techno-stress increases burnout, which, in turn, reduces WLB, illustrating a clear chain of negative spillover effects triggered by modern work pressures. Conversely, positive spillover emerges when favorable work conditions, such as career development, autonomy, or training opportunities, enhance personal life by boosting confidence, motivation, and emotional resources. Alfansi et al. (2020) found that career development directly improves both WLB and job satisfaction, while Shafariah and Gofur (2025) showed that career development enhances WLB indirectly through increased job satisfaction as a form of positive spillover. Haar and Brougham (2022) further demonstrated that job demands and job autonomy significantly influence WLB, which, in turn, shapes job satisfaction and turnover intentions, positioning WLB as a core mediating mechanism linking work conditions to employee attitudes. Together, these studies affirm that spillover theory is highly suitable for explaining how burnout and career development jointly affect WLB and ultimately job satisfaction, especially in contexts where employees manage multiple social, family, and religious obligations.

### **Burnout and Worklife Balance**

Burnout is defined as a psychological syndrome marked by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from prolonged exposure to job stressors (Leiter & Maslach, 2016). This condition has been widely shown to impair an individual's capacity to maintain work-life balance (WLB), which refers to the perceived level of harmony between job demands and personal or family responsibilities (Greenhaus & Allen, 2011). Empirical findings consistently demonstrate that burnout produces negative spillover effects that undermine WLB, as emotional depletion and psychological strain from work intrude into employees' private lives; for example, burnout was found to significantly lower WLB among nursing professionals (Min, 2022) and to mediate the negative effects of techno-stress on balance between work and personal domains (Sharma & Tiwari, 2023). Research within the Indonesian context also confirms that higher burnout levels reduce employees' perceived balance, highlighting the universality of this relationship across cultural settings (Wardani & Firmansyah, 2019). From an Islamic management perspective, burnout is incompatible with the values of *wasatiyyah* (moderation) and *tawāzun* (balance), which emphasize maintaining equilibrium between work, worship, and family obligations; excessive exhaustion is viewed as disrupting the holistic harmony encouraged in Islam (Sirojuddin, 2025). Islamic coping resources such as *sabr* (patience) and *tawakal* (trust in God) can mitigate stress. Yet, chronic burnout remains a barrier to achieving the balanced life that Islamic teachings consider essential for well-being (Luthfi et al., 2025). Therefore, based on spillover theory and Islamic ethical principles of moderation, burnout is expected to negatively affect work-life balance.

H1: Burnout has a negative effect on work-life balance.

### **Career Development and Worklife Balance**

Career development refers to organizational efforts that provide employees with opportunities to grow through training, skill enhancement, promotion pathways, and structured professional advancement (Noe, 2017). Such opportunities enhance employees' sense of competence, clarity of role, and long-term career prospects, which in turn foster a greater capacity to manage personal and professional responsibilities. These are the key elements of work-life balance (WLB). Empirical studies confirm this positive linkage: career development has been shown to significantly improve both WLB and job satisfaction by empowering employees with the resources and confidence needed to harmonize work and personal life (Alfansi et al., 2020; Gladia et al., 2024). Additionally, research demonstrates that career development creates positive spillover into non-work domains by increasing psychological fulfillment and motivational energy, thereby strengthening WLB (Shafariah & Gofur, 2025). From an Islamic management perspective, career development aligns with the principle of *ihsan*, continual self-improvement, and contributes to achieving *tawāzun* (balance), as Islam encourages believers to pursue excellence while maintaining harmony across life domains (Sirojuddin, 2025). Islamic scholars also highlight that nurturing one's skills and professional potential is part of fulfilling human responsibility (*amanah*), and improved competence often enhances emotional stability, indirectly supporting WLB (Setianingsih & Achsanía, 2025). Therefore, grounded in spillover theory and Islamic values of growth and balance, career development is expected to positively influence work-life balance.

H2: Career development has a positive effect on worklife balance.

### **Worklife Balance and Job Satisfaction**

Work-life balance (WLB) refers to an individual's perception of achieving harmony between work-related responsibilities and personal or family life, where neither domain excessively interferes with the other (Greenhaus & Allen, 2011). A strong body of empirical evidence consistently demonstrates that employees who experience higher levels of WLB tend to report greater job satisfaction because they feel more capable of managing both personal well-being and professional demands effectively. Research shows that WLB positively influences job satisfaction by reducing stress, enhancing emotional well-being, and improving attitudes toward the organization (Aruldoss et al., 2022; García-Salirrosas et al., 2023). Additional findings from Indonesian and regional studies confirm that WLB directly contributes to higher satisfaction by enabling employees to maintain stability in their roles at work and at home, thereby enhancing overall functioning and fulfillment (Gladia et al., 2024; Hasan et al., 2021). From the perspective of spillover theory, positive spillover from work to non-work domains—such as manageable workloads, supportive environments, or flexibility enhances an employee's psychological state, which contributes to job satisfaction through improved well-being and reduced conflict. In Islamic management, the principle of *tawāzun* (balance) emphasizes maintaining equilibrium across life domains, and this harmony is linked to greater inner contentment (*qana'ah*), which aligns conceptually with job satisfaction (Sirojuddin, 2025). Furthermore, Islamic leadership research suggests that emphasizing balance in employee management enhances satisfaction by fostering a work culture that respects personal and spiritual needs (Setianingsih & Achsanía,

2025). Based on this theoretical and empirical support, WLB is expected to positively influence job satisfaction.

H3: Work–life balance has a positive effect on job satisfaction.

### **Burnout and Job Satisfaction**

Burnout is defined as a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment that emerges from prolonged exposure to work-related stressors (Maslach et al., 2001). High levels of burnout diminish employees' emotional and cognitive resources, impairing their ability to function effectively and thereby lowering job satisfaction. Numerous studies demonstrate a negative relationship between burnout and job satisfaction, showing that individuals experiencing emotional depletion or chronic fatigue tend to evaluate their jobs less favorably (Min, 2022; Wardani & Firmansyah, 2019). Additional evidence from systematic reviews indicates that burnout reduces motivation, weakens job commitment, and triggers dissatisfaction across occupations, particularly in high-strain environments (Reinhart et al., 2020). Spillover theory further explains that negative affect and stress accumulated in the work domain spill over into personal well-being, reducing overall psychological fulfillment and leading to lower work satisfaction. From an Islamic management perspective, burnout contradicts the Islamic principle of *tawāzun* (equilibrium) and the prophetic guidance discouraging excessive work without rest, as reflected in the hadith, "Your body has a right over you" (Sahih Bukhari), which emphasizes the importance of maintaining physical and emotional well-being. Islamic scholars also argue that unmanaged exhaustion disrupts *amanah* (responsibility) and undermines *ihsan* (excellence) because a fatigued employee cannot perform duties effectively (Sirojuddin, 2025). Thus, based on empirical evidence, spillover theory, and Islamic ethical principles, burnout is expected to have a negative effect on job satisfaction.

H4: Burnout has a negative effect on job satisfaction.

### **Career Development and Job Satisfaction**

Career development refers to a structured process through which organizations provide training, advancement opportunities, mentoring, and pathways for skill enhancement that enable employees to grow professionally (Noe, 2017). When employees perceive that their organization invests in their growth, they experience a stronger sense of value, competence, and long-term security, factors that significantly enhance job satisfaction. Empirical studies consistently demonstrate that career development has a positive, direct effect on job satisfaction, as employees who see clear career prospects are more motivated and committed to their organizations (Alfansi et al., 2020; Gladia et al., 2024). Additionally, research shows that career development improves psychological fulfillment and elevates employees' perceptions of meaning in their work, thereby strengthening job satisfaction (Shafariah & Gofur, 2025). From the perspective of spillover theory, positive emotions stemming from professional growth spill over into employees' overall well-being, reinforcing favorable evaluations of their work environment and enhancing job satisfaction. In Islamic management thought, professional development aligns with *ihsan* (continuous self-improvement) and *amanah* (fulfilling one's entrusted role), where striving for excellence is considered an act of worship when performed with sincere intention (Setianingsih & Achsanita, 2025). Furthermore, Islamic principles emphasize the pursuit of knowledge (*talab al-'ilm*) as a lifelong obligation, suggesting that opportunities for learning and development contribute not

only to competence but also to inner satisfaction (ridha) with one's work (Sirojuddin, 2025). Therefore, grounded in empirical evidence, spillover theory, and Islamic ethical principles, career development is expected to positively influence job satisfaction.

H5: Career development has a positive effect on job satisfaction.

### **Worklife Balance as Mediator**

Work–life balance (WLB), defined as an individual's perceived ability to manage work and non-work responsibilities harmoniously, plays a crucial mediating role in the effect of burnout on job satisfaction (Greenhaus & Allen, 2011). When employees experience burnout—characterized by emotional exhaustion and diminished personal accomplishment—their capacity to maintain balance across life domains deteriorates, resulting in heightened conflict between work and personal life. Empirical evidence shows that burnout significantly disrupts WLB, reducing individuals' energy and psychological resources needed to sustain balance (Min, 2022; Wardani & Firmansyah, 2019). At the same time, extensive research has demonstrated that WLB strongly predicts job satisfaction because employees who maintain harmony across life domains experience greater emotional stability and evaluate their jobs more positively (Aruldoss et al., 2022; García-Salirrosas et al., 2023). Spillover theory explains this mechanism by suggesting that the negative affect produced by burnout spills over into one's non-work life, reducing WLB, which then creates additional negative spillover back into work, ultimately decreasing job satisfaction. From an Islamic management perspective, this mediating process aligns with the principle of *tawāzun* (life equilibrium), as burnout disrupts the balanced life strongly encouraged in Islam. At the same time, WLB restores harmony, supporting psychological satisfaction (ridha) with one's work (Sirojuddin, 2025). Furthermore, Islamic teachings emphasize moderation (*wasatiyyah*) and the prophetic guidance that “your body has a right over you” (Sahih Bukhari), highlighting that maintaining balance is a moral and spiritual obligation that protects well-being. Therefore, grounded in empirical evidence, spillover theory, and Islamic ethical principles, WLB is expected to mediate the relationship between burnout and job satisfaction.

H6: Work–life balance mediates the relationship between burnout and job satisfaction.

Work–life balance (WLB), defined as an individual's perceived ability to manage work and personal responsibilities harmoniously, is strengthened when employees experience meaningful opportunities for career development (Greenhaus & Allen, 2011). Career development provides skill enhancement, training, mentoring, and clear promotion pathways that enhance feelings of competence and fulfillment, which spill over positively into personal well-being and encourage a greater sense of balance (Noe, 2017). Empirical research demonstrates that career development significantly improves WLB by increasing psychological resources and reducing conflict between work and non-work roles (Shafariah & Gofur, 2025; Gladia et al., 2024). At the same time, well-established findings show that WLB is a strong predictor of job satisfaction because employees who maintain life harmony tend to evaluate their work more positively and experience lower stress (Aruldoss et al., 2022; Hasan et al., 2021). According to spillover theory, positive emotions and enhanced self-efficacy derived from career growth spill over into non-work life, increasing WLB, which then returns as positive spillover into the work domain in the form of higher job satisfaction. From an Islamic management standpoint, career development aligns with the principles of *ihsan* (continuous self-improvement) and *talab al-'ilm* (pursuit of knowledge), which

encourage Muslims to develop their capabilities while maintaining *tawāzun* (balance) across life domains (Sirojuddin, 2025; Setianingsih & Achsanah, 2025). Therefore, integrating empirical findings, spillover theory, and Islamic ethical principles, WLB is expected to mediate the relationship between career development and job satisfaction.

H7: Work-life balance mediates the relationship between career development and job satisfaction.

## Methods

### Participant and procedure

Respondent data was collected from five religious study groups in Jakarta. Quota and judgmental sampling were used in purposive sampling. The first step was to distribute questionnaires to the study groups until a sufficient number of respondents were collected, with over 158 respondents. The responses were then sorted to meet the criteria of being active employees in Jakarta and Muslim, resulting in a reduction from 158 to 123 respondents. These 123 respondents were deemed sufficient to meet Roscoe's criteria, which state that a sample size of 50-500 is appropriate for social research.

### Measurement

The current study utilizes several established instruments to operationalize the key constructs, drawing upon the specific literature sources provided. The measurement section is structured to assess Work-Life Balance, related concepts, and Burnout. All items across these instruments are measured using a multi-point Likert-type scale, with a 5-point scale to quantify participants' perceptions, experiences, and levels of agreement regarding the measured constructs.

Work-Life Balance is operationalized using the scale developed by Brough et al. (2014), as seen in the referenced studies (Brough et al., 2022). This instrument evaluates the perceived balance across three essential components: Work Demands (the energy and time required by professional duties), Life Demands (the resources required for personal roles), and Time (the subjective balance in time allocation between the work and personal domains).

Job Satisfaction is measured based on the scale from the study by Sinal & Marôco (2020). This instrument assesses an individual's positive emotional state and attitude towards their work. The key dimensions focus on the affective components of the job, capturing the extent to which the employees feel Enthusiastic (*antusias*) and experience Enjoyment (*enjoy*) in their professional role.

Burnout is assessed using an adapted six (6) item version of the Maslach Burnout Inventory (MBI) (Maslach, 2018). This instrument is critical for identifying high levels of occupational stress and exhaustion. It focuses on the three established dimensions of Burnout: Emotional Exhaustion: Feelings of being emotionally drained and overextended by one's work. Depersonalization: An unfeeling, cynical, or impersonal response toward recipients of one's service or work. Reduced Personal Accomplishment: Feelings of incompetence and lack of achievement at work.

The concept of Career Development is measured using constructs related to professional growth and clarity, drawing upon the framework associated with Hirschi et al. (2018). The scale measures a

subject's proactive engagement and clarity about their career trajectory. Key dimensions include: Involvement: The level of dedication and psychological presence in developing one's career path.

Confidence/Assurance: The self-efficacy and belief in one's ability to navigate and achieve career goals. Clarity: The extent of clear understanding regarding career objectives, opportunities, and required competencies.

### **Data analysis procedures**

The quantitative analysis for this study will be executed using Partial Least Squares Structural Equation Modeling (PLS-SEM), specifically employing the Path Analysis approach. This methodology is particularly appropriate given the research objective, which involves testing complex predictive relationships among latent variables and observable constructs, especially when the focus is on variance maximization in the dependent constructs rather than on strict model fitting.

The selection of PLS-SEM over covariance-based SEM is justified by several factors: its robustness to non-normally distributed data, its suitability for smaller sample sizes, and its ability to handle both formative and reflective measurement models. This technique is highly valued for its predictive capability and its utility in exploring models with numerous constructs and indicators, aligning well with the scope of the current research model.

All PLS-SEM computations will be performed utilizing SmartPLS 4.0 software. This specific version provides a user-friendly and highly reliable environment for executing advanced multivariate analyses. The analytical process will systematically proceed through two distinct stages: the assessment of the Measurement Model and the subsequent evaluation of the Structural Model.

## **Results and discussion**

### **Demographic of Respondents**

The demographic profile of the participants provides essential context for interpreting the study's findings, based on a total sample of 123 respondents. Gender distribution revealed a clear majority of female participants, accounting for 61% of the sample, which translates precisely to 75 individuals, while male respondents made up the remaining 39%, or 48 individuals. Furthermore, the analysis of marital status indicated a highly committed sample: 72% of respondents reported being married, totaling 89 individuals. The remaining 28% of the sample were single, totaling 34 individuals. This distinct demographic structure, heavily weighted towards married females, suggests that a large majority of the participants are actively navigating the intricate demands of both professional careers and complex personal or family lives, a factor highly relevant to the study's central theme of Work-Life Balance.

### **Measurement Model**

The measurement model evaluation indicated that several items did not meet the required validity thresholds and were therefore removed to improve construct reliability and convergent validity. For the burnout construct, only two items exceeded the recommended loading value of 0.70, while the remaining four items fell below this cutoff and also

produced a low Average Variance Extracted (AVE). After removing the four weak items, the construct retained two strongly loading indicators, substantially increasing the AVE to an acceptable level and indicating improved convergent validity.

Similarly, for the career development construct, only three out of five items demonstrated sufficient loading values above 0.70. The two underperforming items were excluded because they weakened the AVE and reduced the clarity of the construct measurement. Retaining the three valid items led to higher AVE and stronger overall construct reliability.

In contrast, the job satisfaction construct presented a different case. One item (JS6) yielded a loading value of 0.677, slightly below the conventional 0.70 cutoff. However, statistical testing showed that removing JS6 would decrease the construct's AVE rather than increase it. Therefore, JS6 was retained because its contribution to the construct's overall explanatory power outweighed the minimal deviation from the loading threshold, and the AVE remained within the acceptable range.

Finally, for the work-life balance (WLB) construct, three of the four items met the validity requirement. In contrast, one item demonstrated a loading below the cutoff and adversely affected the AVE. Consequently, the low-loading item was removed to strengthen the construct's convergent validity. With three retained items, the WLB construct achieved a satisfactory AVE and demonstrated solid measurement properties.

**Tabel 1.**

*Construct Reliability and Validity, HTMT*

Variabel	Cronbach's $\alpha$	$\rho A$	CR	AVE	HTMT			
					Burnout	CD	WLB	JS
Burnout	0.840	0.865	0.925	0.861				
CD	0.709	0.710	0.836	0.630	0.131			
WLB	0.870	0.884	0.902	0.608	0.203	0.362		
JS	0.756	0.820	0.854	0.661	0.274	0.128	0.387	

Source: Data Processed by SmartPLS 4 (2025)

The outer model assessment indicates that all constructs meet the required standards for validity and reliability after indicator refinement. The retained items for each variable exhibit loadings that meet the convergent validity threshold, and the resulting AVEs fall within acceptable limits, confirming that each construct captures a sufficient proportion of its underlying variance. Composite reliability and Cronbach's alpha values also exceed the recommended benchmarks, indicating consistent measurement across the remaining indicators. In addition, discriminant validity is supported, as all HTMT ratios fall below the established cut-off, demonstrating that each construct is empirically distinct from the others. Overall, the refined measurement model provides a solid basis for interpreting the structural relationships in the next stage of analysis.

The results show that burnout has a significant negative effect on work-life balance, as indicated by its path coefficient of  $-0.220$  and a p-value below 0.01. This suggests that higher levels of burnout consistently reduce employees' ability to maintain balance across work and personal life. In contrast, career development does not show a meaningful influence on work-

life balance, as the coefficient is small and statistically insignificant.

**Table 2.**

*Hypotheses Testing*

	Coefficient	SD	t	p	LLCI	ULCI	Note
Burnout→WLB	-0,220	0,091	2,419	0,008	-0,350	-0,045	H1: support
CD→WLB	0,063	0,107	0,588	0,278	-0,147	0,215	H2: not support
WLB→JS	0,300	0,089	3,388	0,000	0,127	0,422	H3: support
Burnout→JS	-0,096	0,094	1,020	0,154	-0,247	0,065	H4: not support
CD→JS	0,277	0,090	3,088	0,001	0,092	0,394	H5: support
Burnout→WLB→JS	-0,066	0,035	1,870	0,031	-0,126	-0,014	H6: support
CD→WLB→JS	0,019	0,035	0,548	0,292	-0,044	0,070	H7: not support

Source: Data Processed by SmartPLS 4 (2025)

Work-life balance, however, has a clear and positive impact on job satisfaction. With a coefficient of 0.300 and strong statistical support, it appears that employees who feel their work and personal lives are in harmony tend to report higher satisfaction with their jobs. Burnout's direct effect on job satisfaction is not significant, indicating that its influence on satisfaction may operate more through indirect pathways rather than through a direct decline in job attitudes. Conversely, career development shows a solid positive effect on job satisfaction, suggesting that opportunities for growth and advancement contribute meaningfully to how employees evaluate their work experience.

Turning to the mediation results, work-life balance is found to transmit part of the effect of burnout to job satisfaction. The indirect coefficient is significant, though modest, implying that burnout reduces job satisfaction partly because it undermines work-life balance. Finally, the indirect effect of career development on job satisfaction through work-life balance is not supported. This means that the positive role of career development on satisfaction appears to be direct rather than operating through improvements in work-life balance.

## Discussion

The empirical results of this study demonstrate that most proposed hypotheses are supported, indicating that burnout, career development, and work-life balance (WLB) operate in a theoretically consistent manner within the framework of spillover theory and Islamic management principles, with a notable exception regarding the relationship between career development and WLB.

**The Impact of Burnout on WLB and Job Satisfaction** The negative effect of burnout on WLB and job satisfaction aligns with the foundational premise of spillover theory, which posits that negative affect and emotional exhaustion accumulated in the workplace inevitably spill over into non-work domains, deteriorating an individual's capacity to maintain life harmony and lowering overall job satisfaction (Greenhaus & Allen, 2011). This finding is reinforced by prior research showing that burnout disrupts psychological resources needed for balance and

fulfillment, leading to reduced satisfaction across professional settings (Min, 2022; Wardani & Firmansyah, 2019). The results validate that burnout is not merely an occupational concern but a multidimensional threat to employees' ability to sustain well-being. This is consistent with the Islamic emphasis on protecting one's physical and emotional health, as illustrated in the hadith, "Your body has a right over you" (Sahih Bukhari), which highlights that overwork leading to burnout contradicts the ethical duty to maintain balance (tawāzun).

**Career Development: Direct Satisfaction without Balance Enhancement** Regarding career development, the findings present a nuanced perspective. The study confirms that career development has a significant positive effect on job satisfaction directly. This supports empirical findings that career development enhances satisfaction across various professional contexts by strengthening autonomy, meaning, and the sense of future security (Alfansi et al., 2020; Gladia et al., 2024; Shafariah & Gofur, 2025). From an Islamic perspective, the pursuit of knowledge and continuous improvement is a spiritual imperative. The Qur'an encourages believers to elevate themselves through knowledge: "Allah will raise those who believe and those who have been given knowledge by degrees" (Qur'an 58:11), indicating that career development contributes to worldly success and spiritual refinement. Islamic management scholars assert that when organizations support employee development, they align with the principle of *ihsan* (excellence), which fosters greater intrinsic satisfaction and encourages employees to fulfill their *amanah* (responsibilities) with sincerity (Setianingsih & Achsanania, 2025).

However, contrary to the initial hypothesis, this study found no significant relationship between career development and WLB. Consequently, the hypothesis that WLB mediates the relationship between career development and job satisfaction was also not supported. While literature often suggests that career clarity provides security that supports balance, this result indicates that in the context of this study, the pursuit of career advancement such as training, new assignments, and promotion efforts requires a substantial investment of time and energy. This investment may neutralize any immediate gains in work-life balance. Therefore, while career development makes employees more satisfied with their jobs (intrinsic motivation), it does not necessarily reduce work-family conflict or increase time for personal life in the short term.

This lack of a significant relationship can be explained by the fact that career development efforts such as intensive training, promotions, and new assignments often require a greater investment of time and energy from employees. In the short term, this focus on career pursuit can actually create role conflict, where time for personal life is eroded by professional demands. This indicates that simply having a career program is not enough to ensure work-life balance (tawazun) if it is not accompanied by appropriate spiritual and managerial support.

This finding aligns with the argument put forward by Sari (2024), who emphasized that companies must balance talent development programs with workplace spirituality and servant leadership practices to achieve optimal results. Without a balance of spiritual values and leadership support, career development programs may simply be viewed as an additional burden that does not directly contribute to, or even hinders, employees' perceptions of work-life balance. Therefore, career development needs to be designed not only for vertical advancement but also to consider employees' capacity to maintain harmony between work and personal life.

The Mediating Role of Work-Life Balance Despite the insignificant path from career

development, WLB remains a central mediator linking burnout to job satisfaction. This confirms that WLB functions as a critical mechanism through which negative work experiences (burnout) shape employees' overall job attitudes. The mediation effect is consistent with findings indicating that burnout depletes WLB, which in turn significantly reduces satisfaction (Aruldoss et al., 2022; García-Salirrosas et al., 2023). Within the spillover framework, WLB enables the transformation of work-derived experiences into broader well-being outcomes. From an Islamic viewpoint, WLB embodies the Qur'anic principle of *wasatiyyah* (moderation), which advocates avoiding excessiveness and maintaining holistic harmony in life (Kamali, 2015). When organizations facilitate WLB to mitigate burnout, they help employees uphold this balance, leading to emotional stability and enhanced job satisfaction, which mirrors the Islamic concept of *ridha* (contentment).

**Integration with Broader Literature on Religiosity and Management** The findings of this study strengthen the argument that integrating spiritual values into human resource management has a significant positive impact. This aligns with recent literature highlighting the role of religiosity in shaping positive work outcomes. For example, a study by Shafariah and Sari (2022) found that individual religiosity interacts with transformational leadership to enhance employee creativity. Furthermore, Sari et al. (2022) showed that although empowering leadership enhances creative self-efficacy, employee religiosity moderates this relationship. In the context of this research, work-life balance can be seen as a manifestation of religious values (*tawazun*), which serves as an important mechanism in preserving positive employee work attitudes amidst the pressures of burnout. This perspective is further supported by Sari (2024), who suggests that companies should balance spirituality in the workplace with talent development programs to stimulate optimal employee outcomes.

Taken together, the findings illustrate that while career development drives satisfaction directly through growth, the preservation of well-being relies heavily on managing burnout through work-life balance. These results affirm not only the applicability of spillover theory within the Indonesian Muslim workforce but also the relevance of Islamic management principles. They highlight that fostering development while preventing burnout through balanced work arrangements aligns with both contemporary organizational behavior research and Islamic ethical mandates.

## **Implications**

Theoretically, this study enriches the Human Resource Management (HRM) literature by integrating an Islamic Management perspective. The findings confirm that work-life balance is not merely a secular concept, but aligns with Islamic values that emphasize moderation. This study supports the premise that internal factors (such as spiritual values/balance) and external factors (career development/work environment) interact with each other. This is consistent with previous research showing that religiosity is a boundary condition or important variable that influences how management practices impact employees. For example, Sari (2024) found that religiosity interacts with talent management and servant leadership in influencing employee ideation, with individuals with different levels of religiosity responding to management practices differently. Similarly, Shafariah and Sari (2022) demonstrated that the higher an employee's religiosity and the more transformational a leader is, the higher the resulting creativity. This study complements this view by showing that, in the context of job

satisfaction, work-life balance acts as a crucial mediator that mitigates the negative impact of burnout.

For practitioners and organizations, particularly those operating with a Muslim employee base in Jakarta, this study offers several strategic recommendations:

**Strengthening Spiritual Values as Organizational Support:** Managers are advised to focus not only on performance targets but also on facilitating spiritual well-being that supports work-life balance. Similar to Sari et al. (2022), who found that empowering leadership can enhance creativity through self-efficacy, organizations need to create an environment that empowers employees to balance the demands of work and religious/personal life. This support can reduce burnout and increase satisfaction.

**Integrating Career Development Programs and Spirituality:** Given the finding that career development directly impacts satisfaction, companies must design career paths that also address employee religiosity. Sari (2024) recommends that companies balance workplace spirituality with talent development programs and servant leadership practices to achieve maximum results. This means that career development programs should not overly sacrifice employees' personal time, which can undermine work-life balance.

**Implementing Adaptive Leadership Styles:** Leaders must recognize that management approaches may need to be adjusted to suit employees' levels of religiosity. Shafariah and Sari (2022) recommend that practitioners implement programs that can increase employees' religious levels while simultaneously adopting a transformational style. In the context of this research, transformational leaders who understand Islamic values can be more effective in helping employees manage stress (burnout) and maintain work-life balance, ultimately leading to higher job satisfaction.

### **Limitations**

This study has several limitations that should be acknowledged. First, the research focuses on Muslim employees in a single metropolitan area, which may limit the generalizability of the findings to other regions, sectors, or cultural contexts. Second, the use of self-reported survey data raises the possibility of response bias, particularly for variables related to emotional experiences such as burnout. Third, the cross-sectional design prevents firm conclusions about causality, as the relationships identified reflect associations at a single point in time. Fourth, some constructs required item removal during the measurement process, which may have reduced the breadth of the original conceptual dimensions. Finally, external factors such as organizational culture or managerial practices were not directly examined but may also influence work-life balance and job satisfaction. Despite these limitations, the study provides valuable insight into how personal well-being and career experiences interact within an Islamic management context.

## Conclusion

This study examined how burnout and career development shape job satisfaction through the mediating role of work–life balance among Muslim employees in Jakarta. The results highlight the central importance of balance in connecting employees’ emotional states and professional experiences to their overall satisfaction at work. Burnout was found to weaken work–life balance and, through this pathway, reduce satisfaction, emphasizing the need for organizations to monitor psychological strain and create healthier work environments. Career development, meanwhile, demonstrated a direct positive influence on job satisfaction, reinforcing the value of providing employees with opportunities for growth and advancement.

Work–life balance emerged as a meaningful mechanism that links workplace demands and resources to employee well-being, aligning with both behavioral theory and Islamic principles of moderation, harmony, and responsible stewardship. Although not all indirect relationships were supported, the findings collectively show that employee satisfaction is shaped by the interplay of emotional health, developmental support, and life equilibrium. The study contributes to a deeper understanding of these dynamics within a Muslim-majority context and underscores the importance of organizational policies that cultivate balance, prevent burnout, and encourage continuous development to enhance long-term workforce well-being.

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