



The Influence of Work-Life Balance and Burnout on the Performance of Generation Z Employees at Coffee Shops in Bogor City

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Abstract. The rapid growth of coffee shops in Bogor City has increased competition and created challenges in managing Generation Z employees, particularly regarding work-life balance and burnout. The demanding characteristics of the food and beverage industry, including shift work, long working hours, high service demands, and intensive customer interactions, may affect employee performance. This study aims to analyze the influence of work-life balance and burnout on the performance of Generation Z employees working in coffee shops in Bogor City. This research employed a quantitative approach with a causal associative design. Data were collected through structured questionnaires using a five-point Likert scale from 100 Generation Z employees selected through purposive sampling, with a minimum work tenure of three months. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, partial and simultaneous hypothesis testing, and the coefficient of determination. The results indicate that work-life balance has a positive and significant effect on employee performance, while burnout has a negative and significant effect. Simultaneously, work-life balance and burnout significantly affect employee performance, explaining 58.4% of its variation. The study concludes that improving work-life balance and reducing burnout are essential for maintaining optimal performance among Generation Z employees in coffee shops.

Keywords: Burnout; Coffee Shops; Employee Performance; Generation Z; Work-Life Balance.

1. BACKGROUND

The tourism, creative economy, and culinary industries in Bogor City are experiencing rapid growth, one of which is marked by the increasing growth of coffee shops. Data from the Department of Public Works and Public Housing (DPMPTSP) shows that the number of coffee shops will reach 552 in 2022, 534 in 2023, and 492 in 2025. This growth demonstrates that coffee shops are not only places to consume food but also part of the urban lifestyle. This condition drives increasingly intense business competition, making human resource management a crucial factor in maintaining business performance and sustainability.

The growth of the coffee shop industry is accompanied by a high demand for workers, especially Generation Z, who often fill barista, waiter, cashier, and administrative staff positions. The characteristics of F&B jobs, which involve shift systems, long hours, a fast-paced work pace, and high service demands, can make it difficult to balance work and personal life. Work-life balance is a state where an individual is able to manage and feel satisfied with the demands of both work and personal life (Hasibuan et al., 2025; Arifiani et al., 2026). This imbalance has the potential to reduce employee engagement, motivation, and productivity.

In addition to work-life balance, persistent work pressure can lead to burnout (Triana et al., 2025; Azizi & Dwiyaniti, 2026). Burnout is characterized by emotional exhaustion,

depersonalization, and decreased personal accomplishment (Jeikawati et al., 2022). In the coffee shop industry, workloads, customer demands, shift systems, and limited recovery time can increase the risk of burnout in young workers. These conditions have the potential to reduce employee concentration, motivation, and ability to provide optimal service.

Work-life balance issues and burnout can ultimately impact employee performance. Performance is the work results achieved by an individual, both in quality and quantity, in carrying out their duties and responsibilities (Mangkunegara, 2013). Although extensive research has been conducted on work-life balance, burnout, and performance, studies specifically examining the influence of these two variables on Generation Z performance in the coffee shop industry in Bogor City are still limited (Avriany & Rachmah, 2025). This indicates a research gap in terms of context, generational characteristics, and the characteristics of the F&B industry.

Based on these phenomena and gaps, research into the influence of work-life balance and burnout on the performance of Generation Z employees in coffee shops in Bogor City is crucial (Dilano et al., 2023; Prasetyo et al., 2024). This research is expected to provide empirical evidence regarding the factors influencing the performance of young workers and provide input for coffee shop managers in managing workloads, shift systems, rest periods, and employee well-being. Thus, better human resource management can support sustainable improvements in productivity and service quality.

2. RESEARCH METHODS

This study uses a quantitative approach with a causal associative design to analyze the influence of Work-Life Balance and Burnout on employee performance (Sugiyono, 2024). The study was conducted at coffee shops in Bogor City with a population of all Generation Z operational employees. The sample was determined using a purposive sampling technique with the criteria of respondents being Generation Z who work at coffee shops in Bogor City and have a minimum work period of three months, resulting in 100 respondents. Primary data was collected through a structured questionnaire based on Google Forms using a Likert scale of 1–5, while secondary data was obtained through literature studies and supporting documents.

Data analysis was conducted through instrument validity and reliability tests, followed by classical assumption tests covering normality, multicollinearity, and heteroscedasticity. Furthermore, the data were analyzed using multiple linear regression to determine the effect of Work-Life Balance and Burnout on employee performance, both partially and simultaneously.

The test was also supplemented with a coefficient of determination to determine the contribution of the independent variables in explaining variations in employee performance.

3. RESULTS AND DISCUSSION

RESULT

Classical Assumption Test

Normality Test

TestNormality testing aims to test whether the confounding variables or residuals in a regression model have a normal distribution. This test is performed using the one-sample Kolmogorov-Smirnov test. A good regression model requires normally distributed residual values, as indicated by a significance value (Asymp. Sig. 2-tailed) above 0.05.

Table 1. Results of the One-Sample Kolmogorov-Smirnov Test for Normality.

Statistical Indicators	Unstandardized Residual
N	100
Normal Parameters (Mean, Std. Deviation)	0.0000000, 1.4215842
Most Extreme Differences (Absolute)	0.062
Test Statistics	0.062
Asymp. Sig. (2-tailed)	0.200

Source: SPSS Output (2026).

Based on Table 1 above, the results of the Kolmogorov-Smirnov test show a significance value (Asymp. Sig. 2-tailed) of 0.200. Because this value is greater than 0.05, it can be concluded that the residual values in the regression model are normally distributed, so the normality assumption has been met.

Multicollinearity Test

The multicollinearity test aims to determine whether the regression model detects correlation between the independent variables (Work-Life Balance and Burnout). A good regression model should have no correlation between the independent variables. This test is performed by examining the Tolerance and Variance Inflation Factor (VIF) values. A model is declared free of multicollinearity if the Tolerance and VIF values are $> 0,10 < 10,00$

Table 2. Multicollinearity Test Results.

Model	Collinearity Statistics		Information
	Tolerance	VIF	
(Constant)	-	-	-
<i>Work-Life Balance</i> (X_1)	0.845	1,183	Multicollinearity Free
<i>Burnout</i> (X_2)	0.845	1,183	Multicollinearity Free

Dependent Variable: Employee Performance (Y)

Source: SPSS Output (2026).

Based on Table 2 above, the Tolerance value for the Work-Life Balance and Burnout variables is 0.845 (where), and the VIF value is 1.183 (where). This proves that there are no

symptoms of multicollinearity among the independent variables in the research model.
 $0,10 < 10,00$

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance in the residuals from one observation to another in the regression model. A good regression model is one that exhibits homoscedasticity, or does not exhibit heteroscedasticity. This test uses the Glejser Test, in which independent variables are regressed against the absolute value of their residuals. A model is declared free of heteroscedasticity if the significance value (Sig.) for each independent variable is above 0.05.

Table 3. Results of Heteroscedasticity Test (Glejser Test).

Model	t	Sig.	Information
(Constant)	2,342	0.021	-
Work-Life Balance(X_1)	-1,785	0.078	No Heteroscedasticity Occurs
Burnout(X_2)	0.892	0.374	No Heteroscedasticity Occurs

Dependent Variable: Abs_Res (Absolute Residual)

Source: SPSS Output (2026).

Based on Table 3 above, the Glejser Test results show a significance level (Sig.) for the Work-Life Balance variable of 0.078 and for the Burnout variable of 0.374. Since the significance value of both variables is greater than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model.

Autocorrelation Test

The autocorrelation test aims to test whether there is a correlation between the confounding error in a period and the confounding error in the previous period (). This test is conducted using the Durbin-Watson value (). The regression model is said to be free from autocorrelation if the DW value is between the upper limit () and $tt - 1DWd_u(4 - d_u)$.

Table 4. Autocorrelation Test Results (Model Summary).

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	0.764	0.584	0.575	1,436	1,892

Predictors: (Constant), Burnout, Work-Life Balance

Dependent Variable: Employee Performance (Y)

Source: SPSS Output (2026).

Based on Table 4 above, the Durbin-Watson value () is 1.892. Based on the Durbin-Watson statistical distribution table with the number of samples and the number of independent variables at a significance level of 5%, the upper limit value () is 1.715. Because the value of 1.892 is between and, it can be concluded that the regression model is free from autocorrelation problems.

$$DWN = 100k = 2d_uDW1,715(4 - 1,715 = 2,285) \quad \dots (i)$$

Results of Multiple Linear Regression Analysis and Hypothesis Testing

After all classical assumption tests were fulfilled, hypothesis testing was continued using multiple linear regression analysis to determine the magnitude of the influence of Work-Life Balance () and Burnout () on Employee Performance (). X_1X_2Y .

Table 5. Results of Multiple Linear Regression Analysis and Hypothesis Testing.

Model	Regression Coefficient (B)	t-count	Sig. value)	(p-Information
(Constant)	12,452	3,124	0.002	-
Work-Life Balance () X_1	0.425	4,812	0,000	Significant
Burnout () X_2	-0.312	-3,645	0.001	Significant
R Square () R^2	0.584	-	-	F-count = 68.342 (Sig = 0.000)

Based on the summary of the statistical test results in Table 5 above, the interpretation of each test stage can be described as follows: (1) Interpretation of the Determination Coefficient (): The R Square value of 0.584 indicates that the Work-Life Balance () and Burnout () variables together are able to explain 58.4% of the variation in the Employee Performance () variable. The remaining 41.6% is explained by other factors outside this research model, such as compensation, physical work environment, or work motivation $R^2X_1X_2Y$; (2) Interpretation of Simultaneous Test (F Test): The F-calculated value of 68.342 with a significance level of 0.000 (far below 0.05) indicates that the regression model is feasible and that the Work-Life Balance and Burnout variables together have a significant effect on the Performance of Generation Z Employees in coffee shops in Bogor City; (3) Interpretation of Partial Test (t-Test) of Work-Life Balance Variable (): The regression coefficient is positive at 0.425 with a t-value of 4.812 (sig. 0.000). This interprets that Work-Life Balance has a positive and significant partial effect on Employee Performance. This means that the better the level of balance between personal life and work felt by Gen Z employees, the better their performance in serving customers in coffee shops will be X_1 ; (4) Interpretation of Partial Test (t-Test) Burnout Variable (): The regression coefficient is negative at -0.312 with a t-value of -3.645 (sig. 0.001). This interprets that Burnout has a partial negative and significant effect on Employee Performance. This means that the higher the level of emotional exhaustion and work saturation experienced by Gen Z employees due to busy shifts at coffee shops, the more significant the employee's performance will decline X_2 .

Partial Hypothesis Test (t-Test)

The t-test was used to determine the partial influence of each independent variable (Work-Life Balance and Burnout) on the dependent variable (Employee Performance). The

value was compared at a significance level of 5% () with degrees of freedom (), and the value obtained was 1.9847.

$$t_{hitung} t_{tabel} \alpha = 0,05 df = n - k - 1 = 100 - 2 - 1 = 97 t_{tabel} \quad \dots (ii)$$

Table 6. Partial t-Test Results.

Model / Variable	Regression Coefficient (B)	t count	t table	Sig. (p-value)	Information
(Constant)	12,452	3,124	-	0.002	-
Work-Life Balance(X_1)	0.425	4,812	1.9847	0,000	Significant
Burnout(X_2)	-0.312	-3,645	1.9847	0.001	Significant

Source: SPSS Output (2026).

Based on Table 6 above, the interpretation of partial testing is as follows: (1) The Influence of Work-Life Balance (): Obtained a value of 4.812 and 1.9847 () with a significance value of 0.000 (). This proves that Work-Life Balance has a positive and significant partial effect on Employee Performance $X_1 t_{hitung} t_{tabel} 4,812 > 1,9847 < 0,05$; (2) The Effect of Burnout (): Obtained an absolute value of 3.645 and 1.9847 () with a significance value of 0.001 (). This proves that Burnout has a negative and significant partial effect on Employee Performance $X_2 t_{hitung} t_{tabel} | - 3,645 | > 1,9847 < 0,05$.

Simultaneous Hypothesis Testing (F Test / ANOVA)

The F test is used to test whether the Work-Life Balance and Burnout variables simultaneously have a significant effect on Employee Performance. The value is compared with and, where a value of 3.09 is obtained.

$$F_{hitung} F_{tabel} \alpha = 0,05 df_1 = k = 2 df_2 = n - k - 1 = 97 F_{tabel} \quad \dots (iii)$$

Table 7. F Test Results (ANOVA).

ANOVA model	Sum of Squares	df	Mean Square	F count	F table	Sig.
Regression	281,412	2	140,706	68,342	3.09	0,000
Residual	199,628	97	2,058			
Total	481,040	99				

Dependent Variable: Employee Performance (Y)

Source: SPSS Output (2026).

Based on Table 7 above, a value of 68.342 was obtained with a significance value of 0.000. Since the value is much greater than () and the significance value is below 0.05, it can be concluded that the regression model is feasible and Work-Life Balance and Burnout together have a significant effect on the Performance of Generation Z Employees in coffee shops in Bogor City.

$$F_{hitung} F_{hitung} F_{tabel} 68,342 > 3,09 \quad \dots (iv)$$

Analysis of the Coefficient of Determination (R^2)

The coefficient of determination is used to measure the extent to which the regression model is able to explain the variation in the dependent variable.

Table 8. Results of the Determination Coefficient Analysis (R^2).

Model	R	R Square (R2)	Adjusted R Square	Standard Error of the Estimate
1	0.764	0.584	0.575	1,436

Predictors: (Constant), Burnout, Work-Life Balance

Dependent Variable: Employee Performance (Y)

Source: SPSS Output (2026).

Based on Table 8. above, the R Square () value is 0.584 or 58.4%. This value indicates that 58.4% of the variation in Generation Z Employee Performance can be explained by the Work-Life Balance and Burnout variables. Meanwhile, the remaining 41.6% is explained by other factors outside this research model (such as compensation, work discipline, or physical environment) R^2 .

DISCUSSION

The Influence of Work-Life Balance on the Performance of Generation Z Employees

Based on the results of multiple linear regression analysis and partial t-test, the Work-Life Balance variable was proven to have a positive and significant effect on the performance of Generation Z employees at coffee shops in Bogor City. This is indicated by a positive regression coefficient of 0.425 and a value () with significance $t_{hitung} > t_{tabel} 4,812 > 1,98470,000 < 0,05$.

The results of this study are in line with (Ramdhani & Rasto, 2021) which shows that work-life balance is a factor related to employee performance. Research (Arifin & Muharto, 2022) also found that work-life balance has a positive and significant effect on employee performance. This finding is further strengthened by (Angin & Saragih, 2021) which shows the importance of work-life balance in supporting employee performance.

The Influence of Burnout on the Performance of Generation Z Employees

On the other hand, the results of statistical testing show that the Burnout variable has a negative and partially significant effect on the Performance of Generation Z Employees. This is proven by the negative regression coefficient of -0.312 and the absolute value () with significance $t_{hitung} > t_{tabel} | - 3,645 | > 1,98470,001 < 0,05$.

This finding is in line with research Anandita et al. (2025) which shows that burnout is a factor that needs to be considered in maintaining employee performance, although its effects can vary based on organizational and job characteristics. Andre et al. (2026) also shows that burnout is jointly related to employee performance.

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

Simultaneously, Work-Life Balance and Burnout were shown to have a significant influence on the performance of Generation Z employees at coffee shops in Bogor City. These

two variables were able to explain 58.4% of the variation in employee performance, while other factors were outside the research model. These results indicate that employee performance is not only influenced by the ability to complete work, but also by the condition of work-life balance and the level of fatigue experienced during work. This finding is in line with the research of Anandita et al. (2025) who found that work-life balance, burnout, and job stress together have a significant influence on employee performance.

4. CONCLUSION AND SUGGESTIONS

It can be concluded that Work-Life Balance has a positive and significant effect on employee performance, indicating that the better the balance between personal life and work demands, the more optimal employee productivity and work quality. Conversely, Burnout has a negative and significant effect on employee performance, so that the higher the emotional exhaustion and job saturation, the lower the employee performance. Simultaneously, Work-Life Balance and Burnout have a significant effect on employee performance, while the remaining is influenced by other factors outside the research model.

Based on the research results, coffee shop managers in Bogor City are advised to improve their employees' work-life balance by arranging more balanced work schedules and shifts, providing adequate rest periods, and creating a work environment that supports their personal lives. Furthermore, burnout prevention efforts need to be implemented through workload management, open communication, appreciation, and support for employee well-being to maintain optimal performance. For future researchers, it is recommended to develop research by considering other variables that can influence employee performance and expanding the objects and characteristics of respondents to obtain more comprehensive results.

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