The Influence of Self Efficacy, Job Insecurity, and Work Life Balance on Burnout Among Millennial Generation Employees in The Special Region Of Yogyakarta

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Abstract (10 pt)

The high level of burnout among millennial employees in the Special Region of Yogyakarta (DIY) has become an important issue due to increasingly complex work dynamics. Burnout is influenced by various factors, including self-efficacy, job insecurity, and work-life balance. This study aims to examine the effect of self-efficacy, job insecurity, and work-life balance on burnout among millennial employees in DIY, both partially and simultaneously. This research employs a quantitative survey method, with the population consisting of millennial employees in the Special Region of Yogyakarta. The sample comprises 410 respondents (Slovin formula, e = 5%) collected through a Likert-scale questionnaire distributed via Google Forms. The data were analyzed using multiple linear regression with SPSS 25 (validity test $r > 0.097$, reliability $\alpha > 0.60$, and t/F tests). The results show that self-efficacy has a significant positive effect ($\beta = 0.117$, $p = 0.000$), job insecurity has a significant positive effect ($\beta = 0.442$, $p = 0.000$), and work-life balance has a significant negative effect ($\beta = -0.369$, $p = 0.000$). Simultaneously, these variables also have a significant effect ($F = 589.198$, $p = 0.000$, $R^2 = 81.2\%$) on burnout among millennial employees.

Keywords: self efficacy, job insecurity, work life balance, and burnout

INTRODUCTION

The organizational landscape in Indonesia continues to grow rapidly, with increasingly fierce competition and complex business dynamics. The success of organizations, both large and small, is largely determined by the quality of their human resources (Khairi, 2024). Generational diversity within organizations demands adaptive HR management due to the differing characteristics and values of each generation (Damayantie et al., 2024). The current workforce is filled with millennial employees (Alfirdaus & Zainiyah, 2022).

Millennials, known as Generation Y, are those born between 1981 and 1996 (DJKN, 2025). This generation chooses jobs that are interesting, align with their skills, offer high incomes, and offer career advancement opportunities (Putrihadiningrum et al., 2021). The millennial generation wants to be given the opportunity to channel their creativity and make impactful contributions to the company (Budianto, 2021). Millennials dominate the workforce of various companies in the Special Region of Yogyakarta, in line with the findings of Barage and Sudarusman (2022), who stated that Generation Y has the largest proportion in Yogyakarta City.

According to the Yogyakarta City Government News Portal (2022), the main characteristics of this generation in Yogyakarta are those who grew up and developed in the era of developing information and communication technology. They are known as a creative, innovative, and adaptive group to digital technological developments. The Yogyakarta Statistics Agency (BPS DIY) report (2025) shows that the total millennial workforce is 685,191

people. Unclear work rights and responsibilities and role conflict (e.g., work demands inconsistent with believed values) can trigger burnout (Ministry of Health, 2024). According to Maslach et al. (2001) defines burnout as a state of decreased productivity in the workplace due to persistent work stress. The phenomenon of burnout has become increasingly relevant in the modern era, where work demands are increasingly high and complex, and competitive pressures in the industrial sector continue to increase (Salwa et al., 2025). According to the WHO, burnout is a common phenomenon in the workplace. This occurs due to poorly managed work stress, which can then lead to burnout (Marisa & Utami, 2021). Based on data obtained from leaderonomics.com (2022), the burnout rate among millennials, both young and older, is relatively high compared to other generations, at 34 percent each. The issue of employee mental health is increasingly under scrutiny, as reported in the report "SHRM 2025 Insights: Workplace Mental Health." The report indicates that more than 52 percent of employees reported experiencing burnout or chronic work exhaustion. A 2025 report by Harian Jogja (Jogja Daily) on the mental health crisis showed that more than 52 percent of employees reported experiencing burnout or chronic work exhaustion.

Employees with high self efficacy tend to consistently strive to achieve set goals and adapt to various obstacles in their work (Wahyuni & Sunarsi, 2023). Meanwhile, those with low self efficacy tend to give up easily and resign themselves, often exceeding deadlines to achieve their goals (Eka & Sugiarto, 2022). Self efficacy is a person's assessment of their own ability to perform certain behaviors or achieve specific goals (Bandura, 1997). The phenomenon of burnout and the importance of self efficacy also emphasize the need for organizations to pay attention to the work environment, workload, social support, and employee development programs (Salwa et al., 2025).

The increasing number of temporary or non-permanent jobs has led to a growing number of employees experiencing job insecurity (Gayatri & Muttaqiyathun, 2020). Job insecurity is the feeling of worry about losing one's job and the perceived threat (Hellgren et al., 1999). Job insecurity is also defined as a psychological state of employees characterized by feelings of insecurity and uncertainty due to changes in the work environment and the prevalence of temporary or contract work (Amin & Pancasasti, 2022). Research by Rasip et al. (2020) explains that burnout increases with increasing job insecurity.

Job insecurity in the Special Region of Yogyakarta shows a worrying trend, as reflected in data from the Yogyakarta Manpower and Transmigration Agency (Disnakertrans), which recorded 2,495 workers being laid off during the first semester of 2025. The phenomenon of job insecurity in the Special Region of Yogyakarta is driven by low wages that are not commensurate with the cost of living, creating a financial vulnerability trap for workers, leading to feelings of insecurity about their economic future, even among those who still have permanent jobs (Zahra et al., 2025).

Companies should maintain a work-life balance for employees to prevent burnout and maintain job satisfaction for all human resources within the company (Junaidin et al., 2019). Work-life balance is an individual's effort to balance two or more roles in their life (Fisher, 2001). Work life balance refers to the activities a person engages in when using their time for work and personal life, such as family, hobbies, and other things, in a balanced manner (Raditya & Ekowati, 2020). According to IDN Times data (2025), the top priorities for millennials and Generation Z in the work-life sphere indicate that work life

balance tops the list, with a percentage of 26 percent.

The high marriage rate in a region can be a relevant factor in work life balance studies, consistent with research conducted by Nafiah & Ardyanto (2025), which found a significant correlation between work-life balance and marital status. In the Special Region of Yogyakarta, 20,123 residents were reported to be married (Central Statistics Agency, 2024). Based on data from the Central Statistics Agency (BPS) of the Special Region of Yogyakarta (2024), regarding the percentage of marital status among millennials, the majority of men (53.39 percent) were married, leaving 44.70 percent unmarried. In contrast, the proportion of married millennial women is much higher, reaching 63.52 percent, while 32.51 percent are unmarried.

Self efficacy, which interacts with job insecurity and work-life balance, is a primary focus for understanding the risk of burnout in the Indonesian workforce, particularly in the Special Region of Yogyakarta (DIY), which boasts leading sectors such as tourism, agriculture, and the manufacturing industry (DIY Regional Government Portal, 2025). The research gap in this study lies in the limited number of studies examining the simultaneous influence of self efficacy, job insecurity, and work life balance on burnout in millennial employees in the Special Region of Yogyakarta, as previous research has focused primarily on specific professions. Therefore, this study was conducted to analyze the influence of self efficacy, job insecurity, and work life balance on burnout in millennial employees in the Special Region of Yogyakarta.

RESEARCH METHODOLOGY

This research uses a quantitative approach with survey methods. The research location was carried out in the Special Region of Yogyakarta. The research population is employees of the millennial generation in the Special Region of Yogyakarta who were born between 1981-1996. The research sample consisted of 410 respondents who were determined using the Slovin formula with purposive sampling technique. The data used is primary data collected through distributing questionnaires using a five-point Likert scale. The independent variables in this research include self efficacy, job insecurity, and work life balance, while the dependent variable is burnout. Data were analyzed using SPSS version 25 through validity tests, reliability tests, multiple linear regression analysis, t tests, F tests, and coefficient of determination (R^2) to test the influence of independent variables on burnout, both partially and simultaneously.

RESULTS AND DISCUSSION

Respondent Profile

A total of 410 millennial generation employees in the Special Region of Yogyakarta were used as respondents in this study. Respondents in this study were dominated by women with 229 respondents with a percentage of 55.9%. Based on age, the dominant age was 36-40 with 150 respondents with a percentage of 36.6%. Then based on status, the dominant is married with 368 respondents with a percentage of 89.8%. Furthermore, based on domicile of work, Yogyakarta City has a proportion of 199 respondents with a percentage of 48.5%. Also, based on length of service, the highest percentage is those who have worked for more than 6 years, there are 175 employees or 42.7%.

Table 1. Respondent Characteristics

No	Description	Total	Percentage
1	By Gender		
	Male	181	44,1%
	Female	229	55,9%
	Total	410	100%
2	By Age		
	30-35	133	32,4%
	36-40	150	36,6%
	41-45	127	31%
	Total	410	100%
3	By Status		
	Married	368	89,8%
	Unmarried	42	10,2%
	Total	410	100%
4	By Domicile		
	Yogyakarta City	199	48,5%
	Bantul Regency	79	19,3%
	Gunungkidul Regency	19	4,6%
	Kulon Progo Regency	23	5,6%
	Sleman Regency	90	22%
	Total	410	100%
5	Based on Length of Service		
	<1 Tahun	8	2%
	1-3 Tahun	78	19%
	4-6 Tahun	149	36,3%
	>6 Tahun	175	42,7%
	Total	410	100%

Source: Source: Processed Data (2026)

Validity Test Results

Based on the test results, all statement items have a significance value of <0.05 and the calculated r value is greater than table r (0.185), so that all statement items are declared valid.

Table 2. Validity test results

Variabels	Item	r hitung	r tabel	Description
Burnout (Y)	Y.1	0,660	0,097	Valid
	Y.2	1.814	0,097	Valid
	Y.3	1.535	0,097	Valid
	Y.4	193.242e+06	0,097	Valid
	Y.5	13.966	0,097	Valid
	Y.6	2.110	0,097	Valid
	Y.7	0.086	0,097	Valid
	Y.8	14.959	0,097	Valid
Self Efficacy (X_1)	X_1.1		0,097	Valid
	X_1.2		0,097	Valid
	X_1.3		0,097	Valid
	X_1.4		0,097	Valid
	X_1.5		0,097	Valid

	X_1.6	0,097	Valid
	X_1.7	0,097	Valid
	X_1.8	0,097	Valid
	X_1.9	0,097	Valid
	X_1.10	0,097	Valid
Job Insecurity (X_2)	X_2.1	0,097	Valid
	X_2.2	0,097	Valid
	X_2.3	0,097	Valid
	X_2.4	0,097	Valid
	X_2.5	0,097	Valid
	X_2.6	0,097	Valid
	X_2.7	0,097	Valid
		0,097	Valid
Work Life Balance (X_3)	X_3.1	0,097	Valid
	X_3.2	0,097	Valid
	X_3.3	0,097	Valid
	X_3.4	0,097	Valid
	X_3.5	0,097	Valid
	X_3.6	0,097	Valid
	X_3.7	0,097	Valid
	X_3.8	0,097	Valid
	X_3.9	0,097	Valid
	X_3.10	0,097	Valid
	X_3.11	0,097	Valid
	X_3.12	0,097	Valid
	X_3.13	0,097	Valid
	X_3.14	0,097	Valid
	X_3.15	0,097	Valid
	X_3.16	0,097	Valid
	X_3.17	0,097	Valid

Source: Source: Processed Data (2026)

Reliabilty Test Results

Based on the test results, all statement items have a significance value of <0.05 and the calculated r value is greater than table r (0.185), so that all statement items are declared valid.

Table 3. Reliabilty test results

Variabels	*Cronbach's Alpha*	Standard Reliability	Description
Burnout (Y)	0,906	0,60	Reliabel
Self Efficacy (X_1)	0,960	0,60	Reliabel
Job Insecurity (X_2)	0,906	0,60	Reliabel
Work Life Balance (X_3)	0,952	0,60	Reliabel

Source: Source: Processed Data (2026)

Multiple Linear Regression Test Results

Multiple linear regression analysis was used to test the research hypothesis regarding the influence of independent variables on the dependent variable. The results of the regression analysis and their statistical parameters are presented in the following table.

Table 3. Multiple linear regression test results

Independent Variable	Regression Coefficient (b)	t Hitung	Sig	Conclusion
Self Efficacy (X_1)	0,117	4,298	0,000	Signifikan
Job Insecurity (X_2)	0,442	5,812	0,000	Signifikan
Work Life Balance (X_3)	-0,369	-15,962	0,000	Signifikan
Konstanta (a)	= 32,155			
F_{hitung}	= 589,198			
Sig F	= 0,000			
Adjusted R^2	= 0,812			
Variabel Dependen	= *Burnout*			

Source: Source: Processed Data (2026)

Based on the results of the multiple linear regression test, a constant value of 32.155 was obtained. This value indicates that if the variables self efficacy (X_1), job insecurity (X_2), and work-life balance (X_3) are considered constant or zero, then the burnout value (Y) is 32.155. Based on the results of the hypothesis testing, all hypotheses in this study were accepted, except for the first hypothesis, which was rejected because the direction of the relationship differed from the proposed hypothesis.

The results of the first hypothesis test indicate that self-efficacy has a positive and significant effect on burnout. This is indicated by a regression coefficient value of 0.117 with a significance value of 0.000 < 0.05. This means that every one-unit increase in self-efficacy will increase burnout by 0.117 units, assuming other independent variables remain constant. This finding indicates that the higher an employee's self-confidence in completing a task, the greater the tendency to experience burnout. This finding aligns with research by Abadi et al. (2023) showed that high work demands and poor work-life balance can trigger burnout in millennial employees. Furthermore, Firdauzy (2022) also found that self-efficacy is related to burnout levels, especially when individuals face high work pressure.

The second hypothesis test showed that job insecurity has a positive and significant effect on burnout. The regression coefficient value of 0.442 indicates that every one-unit increase in job insecurity will increase burnout by 0.442 units, assuming other variables remain constant. This condition is relevant to the characteristics of the workforce in the Special Region of Yogyakarta, which is still dominated by the service, education, and contract work sectors, potentially increasing job insecurity among millennial employees. This is in line with research by Shary & Alamsyah (2023) which found that job insecurity has a positive and significant effect on burnout, and Candra & Fenia (2024) also found that job insecurity has a positive effect on employee burnout.

The results of the third hypothesis test prove that work-life balance has a negative and significant effect on burnout. The regression coefficient value of -0.369 indicates that each one-unit increase in work-life balance will reduce burnout by 0.369 units, assuming other variables remain constant. In the Special Region of Yogyakarta, work flexibility in various sectors has

the potential to blur the boundaries between work and personal life, thereby increasing employee vulnerability to burnout. This is in line with research by Rhamadhan & Raharjo (2025), who stated that work-life balance has a negative and significant effect on burnout among millennial employees in the banking sector. Furthermore, Adi (2025) found a negative and significant relationship between work-life balance and burnout among employees of PT. INKA (Persero).

The results of the fourth hypothesis test indicate that self efficacy, job insecurity, and work life balance simultaneously have a significant effect on burnout among millennial employees in the Special Region of Yogyakarta. This is indicated by the calculated F value of 589.198 with a significance level of 0.000 (<0.05), thus the fourth hypothesis is accepted. This finding is relevant to the employment situation in the Special Region of Yogyakarta, which is characterized by dynamic work with varying job demands and job security, increasing the risk of burnout among millennial employees. This is in line with research by Erika (2024), which showed that work-life balance, self-efficacy, and job insecurity simultaneously have a strong influence on burnout.

Furthermore, the Adjusted R^2 value of 0.812 indicates that the three independent variables together explain 81.2 percent of the variation in burnout, while the remaining 18.8 percent is influenced by factors outside the research model. These results indicate that self-efficacy, job insecurity, and work-life balance are important factors in influencing burnout levels among millennial employees in the Special Region of Yogyakarta.

CONCLUSION

Based on the analysis, it can be concluded that self-efficacy and job insecurity have a positive and significant effect on burnout, while work life balance has a negative and significant effect on burnout in millennial employees in the Special Region of Yogyakarta. Furthermore, self efficacy, job insecurity, and work life balance simultaneously have a significant effect on burnout. These findings indicate that companies need to implement strategies that support employee well being through workload management, increased job security, and enhanced work life balance to minimize burnout. For employees, managing their own abilities, improving their competencies, and balancing work and personal life are important aspects in preventing burnout. Further research is recommended to expand the scope of research objects and examine other factors that potentially influence burnout to gain a more comprehensive understanding.

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