



# Demographic and Job Burnout Analysis on Working Mothers in Indonesia

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**Abstract:** Women's participation in the world of work today is quite high. This condition is a challenge for mothers to work in carrying out domestic roles and roles in their work that impact emotional and physical fatigue, as conditions termed the job burnout. In this study, specifically associating job burnout with demographic factors such as age, level of education, tenure, and salary who in previous studies did not always show consistent results. As for the measurement of job burnout using the Maslach Burnout Inventory (MBI). Data collection techniques are carried out by distributing questionnaires online to 260 respondents working in Indonesia. The data were then analysed using descriptive analysis and Kruskal-Wallis analysis. The results showed differences in age and education to the job burnout response. Meanwhile, there are no differences based on tenure and salary amount. Whatever the tenure and salary amount received, the job burnout response is in a fairly high to low range. The results of the study provide managerial implications in managing work situations that reduce the potential of job burnout in working mothers, as well as support for further study development in understanding the social and psychological dynamics of the mother working comprehensively.

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**Keywords:** Age; Education; Tenure; Salary; Demographic; Job Burnout

## Introduction

Nowadays, there is increasing participation of women in the world of work. In Indonesia in particular, based on the results of the National Labour Force Survey (Sakernas) in 2022, the total percentage of women who work is 50.33 per cent, while the percentage of women who only take care of the household is 35.91 per cent. A total of 65.35 per cent of women worked in the informal sector and 34.65 per cent worked in the formal sector, with the largest category working as salespeople, at 28.44 per cent (BPS, 2022). In terms of marital status, the percentage of female workers who are married is 69.60 per cent, while those who are unmarried are 16.50 per cent, divorce 3.91 per cent, and death of spouse (widow) 9.99 per cent. Thus, working women in Indonesia are mostly working mothers.

Working mothers are mothers who in addition to taking care of the household also have responsibilities outside the home either in the office, foundation, or entrepreneurship with six to eight hours a day (Vureen in Apreviadizy & Puspitacandri, 2014). Factors that influence the decision of working mothers include having an educational background that supports their careers in the world of work, increasing family income, being independent in economic terms, avoiding boredom, filling spare time, feeling

dissatisfaction with marriage, having skills that they want to use, wanting to gain status and develop their potential (Ciptoningrum, 2009).

However, carrying out dual roles in work and home life makes working mothers more at risk of burnout. Burnout is a work-related syndrome characterised by excessive levels of fatigue, cynicism, and decreased professional efficacy. The fatigue felt is not only physical but also mental and emotional (Schaufeli et al., 2009). This is related to the role of mothers in Indonesian culture, who must prioritise family above all else (Setiadi, 2006). In the view of traditional families, mothers have a role to take care of the household, while the husband earns a living. Although in its development mothers are allowed to work to help the family economy, mothers still have to carry out their responsibilities to take care of the family, especially accompanying children (Setiadi, 2006; Telaumbanua & Nugraheni, 2018). This condition can ultimately cause tension between formal roles in the workplace and also the role of housewife in the family (Priastuty & Mulyana, 2021). Role conflicts that occur as housewives and workers can disturb individuals, such as causing depression, emotional exhaustion, decreased levels of life satisfaction, and decreased physical health (Duxbury & Higgins, 1991).

According to a recent Deloitte Global study of five thousand working women in ten countries, almost 50 per cent of women in the world experience burnout (Sari, 2022). In the case of Indonesia, several studies have shown that working mothers experience more stress than non-working mothers (Apreviadizy & Puspitacandri, 2014). As many as 66.36 per cent of the 39.6 per cent of female workers in Indonesia who were sampled in a study conducted by Abdul Aziz & Ong (2024) and developed by Naluri (2024) experienced high or very high burnout. Respondents in Indonesia reported the second highest prevalence of severe anxiety, depression, and stress among several Southeast Asian countries (Malaysia, Singapore, and the Philippines) in the study. In another study, based on the results of interviews with working mothers who have 2-3 children at the age of 30 to 32 years, they felt they were experiencing burnout, which was characterised by the emergence of feelings of worthlessness; a tendency to be sensitive and emotional; and health problems, ranging from headaches and drastic weight loss to being unable to carry out activities as usual (Agustin & Rahmasari, 2023).

Although burnout occurs due to formal and domestic role conflicts, several studies have also shown a link between burnout and internal factors of working mothers consisting of demographic factors (gender, age, education level and length of service), as well as personality factors (Lee & Ashfort quoted in Sari, 2014; Chang, 2009). In demographic factors such as age, a study conducted by Savira et al. (2021) showed that burnout symptoms were found to be higher in the young age group of 18 to 40 years. In terms of education level, several previous studies have indicated that the higher the level of education, the higher the burnout felt (Savira et al., 2021; Wulan & Sari, 2015). Meanwhile, regarding tenure, a study conducted by Mahardika & Astuti (2017) showed that the longer a person works, the higher the work stress they experience, and regarding salary, according to Kong & Lei (2022), that salary/income is one of the main factors influencing job burnout. However, the results of these studies are not always consistent; several other studies show different results regarding the relationship between age, education level, tenure, and salary to burnout (Rita et al., 2022; Dewi & Paramita, 2013; Lasebikan & Oyetinde, 2012; Prasetya, 2019; Zulkifli et al., 2019; Wang et al.,

2020). In general, the findings in most studies regarding the relationship between demographic variables and burnout also do not show much about which groups are more susceptible to burnout (Aziz & Ong, 2024).

This encourages researcher to further analyse the relationship between burnout and demographic factors of age group, education level, length of service, and salary in a broader scope, namely working mothers in Indonesia. Existing research on the prevalence of employee burnout often focuses on health workers (Aziz & Ong, 2024; Febriana & Rochmawati, 2023; Rita et al., 2022; Ekawati & Fahreza, 2019) or professions in the field of education (Savira et al., 2021; Dewi & Paramita, 2013; Chang, 2009), which are often associated with professions that are prone to burnout in women (Swasti et al., 2017). However, this prevalence rate does not represent the prevalence of burnout in the general working population because burnout can occur in most job groups, although it tends to be in professions that involve constant demands and emotional work (Aziz & Ong, 2024). This research is expected to contribute to the study of organisational behaviour theory, especially on individual behaviour, by analysing the relationship between individual characteristics and work attitudes and work burnout as a result of the individual process during work (Robbins & Judge, 2018).

## **Theoretical Foundation**

### *Job burnout*

The term Burnout was first proposed by Herbert Freudenberge who was a clinical psychologist at a social service agency in New York. Burnout is a condition of fatigue or frustration that usually arises when experiencing a mismatch between effort and expected rewards (Arroisi & Afifah, 2022). According to Maslach et al. (2001), burnout is “a prolonged response to chronic emotional and physical stress at work, which is defined by three indicators: emotional exhaustion, depersonalisation, and reduced personal accomplishment”.

Emotional exhaustion refers to a state of intense mental and physical fatigue. It is marked by the draining of emotional energy, often manifested through feelings of frustration, hopelessness, helplessness, depression, and a lack of engagement with work. Employees experiencing emotional exhaustion typically feel overwhelmed

by their responsibilities and perceive themselves as incapable of delivering optimal performance.

Meanwhile, depersonalisation is a condition characterised by the appearance of fatigue in conducting social interactions with others. Individuals usually show negative attitudes such as cynicism, and indifference to others. Depersonalisation/cynicism makes a person consider others as objects, not subjects that must be humanised.

Reduced Personal Accomplishment is reduced self-esteem refers to decreased competence or achievement in the profession. Individuals who experience decreased self-esteem are usually characterised by dissatisfaction with themselves, consider themselves incompetent, and feel unable to achieve achievements in the workplace.

#### *Factors Affecting Job Burnout*

There are several factors that influence the occurrence of job burnout according to Sullivan (1989), including: Environmental factors encompass elements such as role conflict, excessive workloads, limited social support, work involvement, and the degree of flexibility in working hours. Within the family context, these factors may include the number of children, level of family engagement, and the quality of interpersonal relationships among family members. On the individual level, relevant factors consist of demographic characteristics such as gender, ethnicity, age, marital status, and educational attainment as well as personality traits, including whether a person is introverted or extroverted, self-concept, personal needs, motivation, emotional regulation, and locus of control. Additionally, sociocultural factors pertain to societal values, norms, and beliefs, particularly those associated with the provision of social services.

In this study, job burnout is analyzed with individual factors which include: age, where in previous studies there were age differences in the level of job burnout (Stanetic & Tesavonic dalam Agustin & Rahmasari, 2023). Apart from age, the educational aspect shows that the higher the level of education, the higher the burnout felt (Savira, *et al.*, 2021; Wulan & Sari, 2015). Based on the length of service, it shows that the longer a person works, the higher the work stress he experiences (Mahardika & Astuti, 2017). Meanwhile, Kong &

Lei (2022) in their study showed that salary/income is one of the main factors affecting job burnout. Based on these previous studies, the hypotheses in this study can be prepared as follows:

Ha1: There are age differences in job burnout responses.

Ha2: There is a difference in education level towards job burnout response.

Ha3: There is a difference in length of service on job burnout response.

Ha4: There is a difference in salary/income on job burnout response.

## **Method**

This study uses an explanatory type of research with a quantitative approach. Data collection techniques include questionnaires distributed online via Google form distributed to 260 samples of working mothers in Indonesia purposively with sample criteria, namely working mothers who have a minimum work period of one year so that they have a good understanding of the work and the pressures faced during work, and have experienced one or more symptoms of job burnout, such as: I feel very emotionally exhausted due to my work; I feel very tired when I wake up in the morning and have to face the next day in carrying out tasks in the office; I feel that I am working too hard; I feel that interacting with some colleagues is like interacting with inanimate objects; Since working I feel that I am increasingly not paying attention to the feelings of others; and at work, I am able to cope with emotions calmly.

Data collection was conducted by distributing questionnaire links to various online platforms such as the Asianparent community, LinkedIn, WhatsApp (personal chat), Twitter (collegemefess, unilabase, workfess, medanfess, jogmfs, and unsrifess), Telegram (Ibu Punya Mimpi and Pejuang S1), and Instagram (ibu2canggih and ibusibukcom). The most respondents were obtained on the Twitter platform and the Asianparent community. Only respondents who had experienced one or more symptoms of job burnout as per the criteria could continue to fill out the entire questionnaire.

The population of this study is working mothers in Indonesia, where according to BPS (2022), working women in Indonesia are 52.74 million workers. However, of the total working

women over the age of 15, there is no exact number of how many percentages are married or in the category of working mothers, namely mothers who in addition to taking care of the household also have responsibilities outside the home, either in the office, foundation, or entrepreneurship with six to eight hours a day (Vureen in Apreviadizy & Puspitacandri, 2014). Thus, sampling in this study refers to the theory of Hair et al. (2010) because the population size is not known with certainty. If the sample size is too large, it is suspected that it will be difficult to get a good goodness of fit measure. So it is recommended that the minimum sample size is 5-10 observations for each estimated parameter.

This study uses 10 parameters in the form of statement items in a questionnaire totaling 27 items, so that the number of samples taken is calculated based on the Hair et al. (2010) formula, namely 270 respondents. However, during the 40 days of distributing questionnaires, only 266 respondents provided complete responses, and there were 4 questionnaires containing ratings that tended to be the same for all questions so that they were eliminated in data processing to reduce the potential for responses that did not match the situation. Thus, only 260 respondents were used as research samples.

This study uses two types of Likert scales in measuring job burnout, with a value weight of (5) strongly disagree to (1) strongly agree on items with negative statements, and vice versa, a value weight of (5) strongly agree to (1) strongly disagree on items with positive statements. The job burnout measurement items using the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981) are 21 questions, which include emotional exhaustion, depersonalization, and personal accomplishment. In the emotional exhaustion and depersonalization indicators, the data is measured on a negative scale. Meanwhile, the personal accomplishment indicator uses positive scale items.

The data analysis stage begins with testing the validity and reliability of the research instrument, descriptive analysis including mean, standard deviation, crosstabulation, and Kruskal-Wallis test. The criteria for hypothesis acceptance in the Kruskal-Wallis test are taken by looking at the Asymp. Sig. If the value of Asymp. Sig. < 0.05 ( $\alpha$ ), then  $H_0$  is rejected, which means there is a real difference between the independent variables,

namely age, education level, tenure, and salary with job burnout experienced by respondents.

## Results and Discussion

### *Respondent Characteristics*

This study involved 260 working mother respondents spread across 28 provinces in Indonesia, with the largest response coming from West Java Province (18.1%). The most common profession of working mothers in this study was private sector employee (46%). Teachers (19%), state civil servants (18%), and health workers (8%) followed. Only 20% of working mothers have household assistants (ART) and baby sitters who help them with childcare and domestic household chores (see Table 1).

### *Descriptive Analysis*

In tabulating respondents' assessments of questionnaire items, descriptive categories of respondents' assessments, both on positive and negative statements, are arranged based on the class interval scale in the following table 2.

**Table 1. Respondent Characteristics**

Location	Frequency	Percentage (%)
Aceh	1	0,4
Bali	1	0,4
Banten	16	6,2
Bengkulu	2	0,8
DI Yogyakarta	6	2,3
DKI Jakarta	23	8,8
Gorontalo	1	0,4
Jambi	2	0,8
West Java	47	18,1
Central Java	35	13,5
East Java	35	13,5
West Kalimantan	4	1,5
South Kalimantan	5	1,9
East Kalimantan	4	1,5
Riau Islands	1	0,4
Lampung	39	15
NTB	1	0,4
NTT	1	0,4
Southwest Papua	2	0,8

Location	Frequency	Percentage (%)
Mountainous Papua	1	0,4
Central Papua	1	0,4
Riau	5	1,9
South Sulawesi	6	2,3
Central Sulawesi	1	0,4
Southeast Sulawesi	4	1,5
West Sumatra	4	1,5
South Sumatra	8	3,1
North Sumatra	4	1,5
Profession	Frequency	Percentage (%)
Civil Servant	46	18
Employees of Local Government-Owned Enterprises	4	2
Employees of State-Owned Enterprises	6	2
Private Employee	120	46
Lecturer	7	3
Teacher	49	19
Non-civil Servant Government Employee	7	3
Health Worker	21	8
Ability of Household Assistant	Frequency	Percentage (%)
Yes	48	18
No	212	82
Ability of Baby Sitter	Frequency	Percentage (%)
Yes	31	12
No	229	88

Source: Data processed (2024)

**Table 2. Interpretation of Respondents' Ratings**

Description			
Negative		Positive	
Score	Interpretation	Score	Interpretation
1,00-1,80	Very High	1,00-1,80	Very Low
1,81-2,60	High	1,81-2,60	Low
2,61-3,40	Quite High	2,61-3,40	Quite High
3,41-4,20	Low	3,41-4,20	High
4,21-5,00	Very Low	4,21-5,00	Very High

Source: Data processed (2024)

The average value of respondents on the job burnout variable is 3.1. This shows that respondents experience job burnout which is quite high. The emotional exhaustion indicator has an average value of 3.03, while the depersonalization indicator has an average value of 2.42. Thus, these two indicators with negative statements fall into the moderately high category. However, the personal accomplishment indicator which consists of positive statement items has an average value of 3.87 or is in the high category of personal achievement. This condition is opposite to job burnout conditions which tend to experience a decrease in personal achievement.

*Instrument Testing*

The validity test results in Table 3 are calculated using the r table formula, namely ( $df$ ):  $n-2$ , where  $n$  is the number of research samples (Ghozali, 2018). The total validity test sample in this study was 30, so  $df = 30-2 = 28$ . With  $df = 28$  and a significance level of 0.05, the value of r table = 0.374 was obtained. The decision-making criteria are if  $r_{test} > r_{table}$  then the data is declared valid. Meanwhile, if  $r_{test} \leq r_{table}$ , the data is declared invalid. Thus, based on the validity test results in table 3, each item is declared valid.

In the instrument reliability test, a research variable can be said to be reliable or reliable if it has a *Cronbach's Alpha* value greater than 0.6 (Malhotra, 2010). Thus, the test results in table 4 are declared reliable.

**Table 4. Reliability Test**

Variable	<i>Cronbach's Alpha</i>	Descriptive
Job burnout	0,907	Reliable

Source: Data processed (2024)

**Table 3. Result of Validity Test**

Indicator	Pearson Correlation (r test)	r table (df=n-2)	Validity
Emotional Exhaustion	0.568	0,374	Valid
	0.673		Valid
	0.735		Valid
	0.693		Valid
	0.705		Valid
	0.696		Valid
	0.747		Valid
	0.736		Valid
0.614	Valid		
Depersonalization	0.512		Valid
	0.607		Valid
	0.428		Valid
	0.610		Valid
	0.488		Valid
Personal Accomplishment	0.482		Valid
	0.464		Valid
	0.593	Valid	
	0.451	Valid	
	0.508	Valid	
	0.594	Valid	
	0.427	Valid	

Source: Data processed (2024)

#### Kruskal-Wallis Test

##### Age and Job burnout

Based on the results of the *Kruskal-Wallis* test in table 5, the *asyp sig.* value shows a value of 0.004 <0.05, it can be concluded that  $H_{a1}$  is accepted. There are differences in age with the job burnout response felt by respondents.

**Table 5. Result of *Kruskal-Wallis* Test Age and Job burnout**

Test Statistics <sup>a,b</sup>	
	Score_JB
Chi-Square	17.455
df	5
Asymp. Sig.	.004

a. *Kruskal-Wallis* Test

b. Grouping Variable: Age

Source: Data processed (2024)

Age in this study was divided into 6 categories, namely <21 years (1), 21-25 years (2), 26-30 years (3), 35-40 years (5), and >40 years (6). As shown in Table 6, most respondents were >40 years old.

**Table 6. Crosstabulation Age and Job burnout**

		Age						Total
		<21	21-25	26-30	31-35	36-40	>40	
Score_JB	Low	1	2	7	0	0	5	15
	Quite High	1	16	38	17	11	41	124
	High	2	9	23	8	10	64	116
	Very High	0	1	0	1	2	1	5
	Total	4	28	68	26	23	111	260

Source: Data processed (2024)

As can be seen in Figure 1, in the age range of 26-30 years, the job burnout score ranges from quite high to high, decreasing at the age of 31-40 years. While at the age of over 40 years, it shows a

high tendency even though it has decreased in the very high category. This diagram strengthens the statistical results of the difference in age on the response to job burnout.

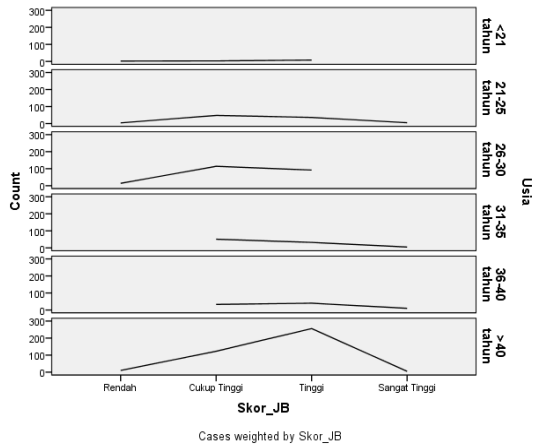


Figure 1. Crosstabulation Age and Job Burnout  
Source: Data processed (2024)

Level of Education dan Job burnout

Based on the results of the *Kruskal-Wallis* test in table 7, the *asyp sig.* value shows a value of  $0.000 < 0.05$ , it can be concluded that  $H_{a2}$  is accepted. There is a difference in the level of education with the job burnout response felt by respondents.

Table 7. Result of *Kruskal-Wallis* Test Education and Job burnout  
Test Statistics<sup>a,b</sup>

	Score_JB
Chi-Square	20.875
df	4
Asymp. Sig.	.000

a. *Kruskal Wallis* Test

b. Grouping Variable: Education

Source: Data processed (2024)

In the education variable, it is divided into 5 categories, under high school (1), equivalent to high school (2), vocational D1-D3 (3), undergraduate level S1/D4 (4), and postgraduate S2/S3 (5). As shown in table 8, most of the respondents had a bachelor's degree.

In Figure 2, it can be seen that there is a tendency for job burnout scores to be quite high at the high school level, although it shows a downward trend. Meanwhile, at the

undergraduate level, job burnout scores tend to be lower, as well as at postgraduate levels.

Table 8. Crosstabulation Education and Job burnout

		Education					Total
		Under High School	High School	D1-D3	Scholar S1/D4	Post-Graduate S2/S3	
Score_JB1	High	1	6	0	7	1	15
	Quite High	4	31	17	61	11	124
	Low	3	14	10	68	21	116
	Very Low	0	0	0	4	1	5
Total		8	51	27	140	34	260

Source: Data processed (2024)

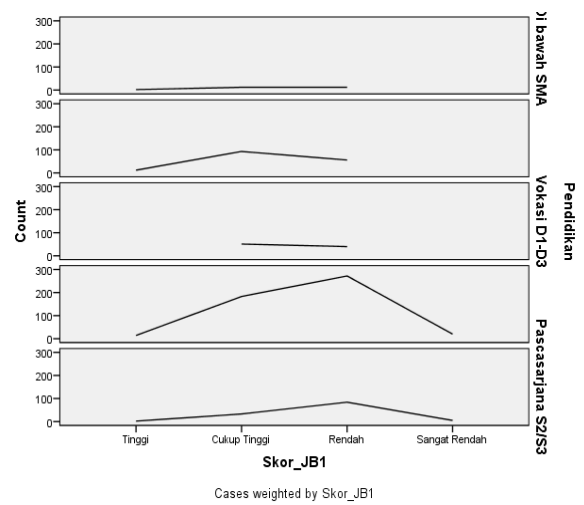


Figure 2. Crosstabulation Education and Job burnout  
Source: Data processed (2024)

Tenure and Job burnout

Based on the results of the *Kruskal-Wallis* test in table 9, the *asyp sig.* value shows a value of  $0,462 > 0,05$ , it can be concluded that  $H_{a3}$  is rejected. There is no difference in length of work with the job burnout response felt by respondents.

Table 9. Result of *Kruskal-Wallis* Test Tenure and Job burnout

	Score_JB
Chi-Square	3.608
df	4
Asymp. Sig.	.462

a. *Kruskal Wallis* Test

b. Grouping Variable: Tenure

Source: Data processed (2024)

**Table 10. Crosstabulation Tenure and Job burnout**

		Tenure					Total
		1-5 years	6-10 years	11-15 years	16-20 years	>20 years	
Score _JB2	High	10	1	0	3	1	15
	Quite High	61	22	9	14	18	124
	Low	37	16	14	18	31	116
	Very Low	2	2	0	1	0	5
Total		110	41	23	36	50	260

Source: Data processed (2024)

In the tenure variable, it is divided into 5 categories, namely 1-5 years of service (1), 6-10 years (2), 11-15 years (3), 16-20 years (4), and >20 years (5). As shown in table 10, most respondents were workers at the beginning of their careers 1-5 years.

Seen in Figure 3, In the 1–5-year work period, the job burnout score tends to be quite high to low. This tendency is also seen in the work period above it, which increasingly leads to low scores in the work period range of 11 years to more than 20 years, so it does not show too much difference.

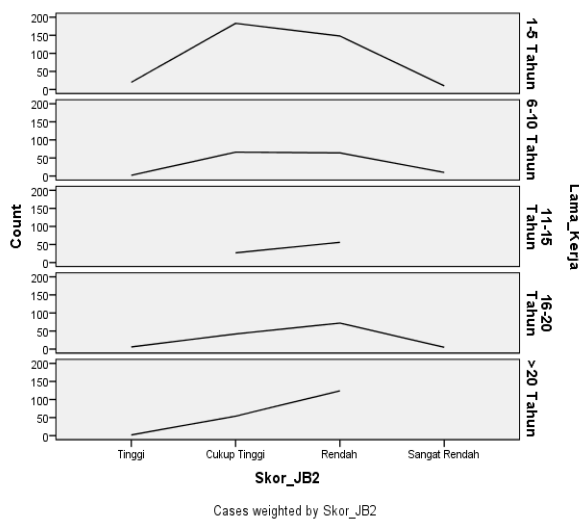


Figure 3. Crosstabulation Tenure and Job Burnout

Source: Data processed (2024)

**Salary/Income and Job Burnout**

The *Kruskal-Wallis* test results in table 11 show an *asympt sig.* value of 0,366 > 0,05, so it can be concluded that  $H_{a4}$  is rejected. There is no difference in salary/income with the job burnout response felt by respondents.

**Table 11. Result of *Kruskal-Wallis* Test Salary/Income and Job Burnout**

Test Statistics <sup>a,b</sup>	
	Score_JB
Chi-Square	3.172
df	3
Asymp. Sig.	.366

a. *Kruskal Wallis* Test

b. Grouping Variable: Salary/Income

Source: Data processed (2024)

In the salary/income variable, it is divided into 4 categories, namely salary 1-5 million rupiah (1), 6-10 million rupiah (2), 11-15 million rupiah (3), and >15 million rupiah (4). As shown in table 12, the most respondents are those who have a salary ranging from 1-5 million rupiah.

**Table 12. Crosstabulation Salary/Income and Job Burnout**

		Salary/Income				Total
		1	2	3	4	
Score _JB3	High	8	5	1	1	15
	Quite High	86	32	2	4	124
	Low	75	26	10	5	116
	Very Low	2	3	0	0	5
Total		171	66	13	10	260

Source: Data processed (2024)

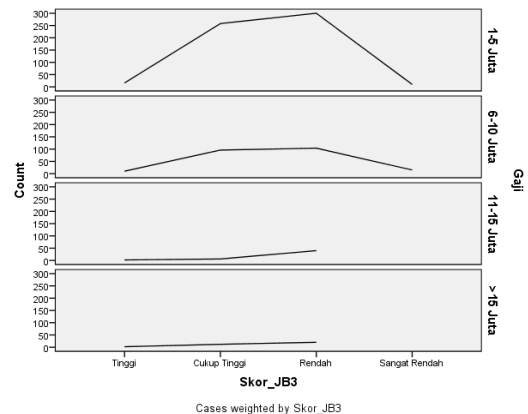


Figure 14. Crosstabulation Salary/Income and Job Burnout

Source: Data processed (2024)



As can be seen in Figure 4, although there are differences in salaries in the 1-5 million category, the direction tends to be linear with other categories. In the salary range of 1-5 million, the job burnout score is in the range of quite high to tending to be low, likewise for salaries above it, starting from 6 million to above 15 million, it shows a low tendency.

## **Discussions**

### *Age and Job burnout*

With regard to age, the results of the study show that there are age differences in job burnout responses. Especially at the age of more than 40 years, it is seen that respondents have a 'high' tendency to experience job burnout than respondents with ages below 40 years who show a 'moderately high' tendency. This can be influenced by the physical factors of working mothers who experience a decline with age.

These results are in line with a study conducted by Faber (in Mariyanti & Citrawati, 2011) that those over 40 years of age tend to experience job burnout because physically they have begun to decline, especially if they have to perform two roles at one time. However, with age, an individual becomes more mature, stable, and has job resilience so that they have a more realistic view and more easily overcome the job burnout they experience.

Nevertheless, some previous studies show that the level of job burnout tends to vary. In a study conducted by Li, et al. (2021) showed that nurses aged between 29 and 38 years had lower quality of life scores and higher levels of burnout due to early career pressures and greater family responsibilities. In contrast, older nurses (over 39 years old) had better quality of life scores and lower levels of burnout. This suggests age can play an important role in levels of job burnout. Younger workers have less experience and skills to handle job stress, but older workers have coping strategies that help them manage job burnout more effectively (Diehl, et al., 2021).

### *Level of Education and Job Burnout*

At the education level, the study results show that there are differences in the level of education towards the job burnout response. The difference is seen in respondents with the latest education at the S1/D4 level, and postgraduate (S2/S3). The higher the level of education of the respondents,

the lower the tendency to feel job burnout. Respondents with education categories below high school to vocational level have a tendency to answer 'quite high' compared to respondents with education levels above that tend to be more in the 'low' assessment category in feeling job burnout.

The results of this study are in line with studies conducted by Alonazi, et al. (2023) and Li, et al. (2021) which found that nurses with higher levels of education reported lower levels of burnout. This is because they have better access to resources and support. Higher education is often associated with knowledge of stress management strategies that help them cope better with work-related pressures.

However, other studies have shown that the higher the level of education, the higher the perceived burnout (Savira, et al., 2021; Wulan & Sari, 2015). This can be because the higher a person's educational background, the higher their expectations of work and what they get from work (Savira, et al., 2021). In addition, in work, the level of education is directly proportional to roles and responsibilities. This condition shows an increase in workload along with the level of education (Sahin, 2012).

### *Tenure and Job burnout*

The results of the study on tenure show that there is no difference in tenure on job burnout responses. In each category of tenure, there is a distribution of respondents' answers from high to low. Responses tend to be different in the 1-5 year tenure category which has more distribution in the 'quite high' assessment. However, in general, the direction of the respondents' assessment shows the same response, which tends to give a "low" assessment.

These results are in line with a study conducted by Dewi & Paramita (2012) which showed no difference in burnout levels in teachers with a tenure of 1-4 years, 5-19 years and more than 20 years. The study conducted by Marzo, et al. (2022) also showed that there was no difference in tenure with job burnout. Tenure does not always affect the level of burnout because situational factors such as work culture, social support from both colleagues and superiors, and workload often have a greater influence on burnout than tenure (Unguren, et al., 2024; Ramos, et al. 2016). Another study found that while length of service in a job can be a risk factor,

things like job security and financial dependence are more influential in moderating the relationship between job stress and burnout (Bai, et al., 2023). In other words, someone who has worked for a long time may not experience burnout if they feel secure in their workplace and are not overly dependent on the salary they get from their job.

#### *Salary/Income and Job burnout*

On the salary/income variable, the study results show that there is no difference between salary/income and the job burnout response felt by respondents. In each salary category, it can be seen that the distribution of respondents' answers is mostly from high to low. Responses in the 1-5 million salary category and the 6-10 million categories had a greater distribution of 'moderately high' to 'low' ratings. In the salary category above that, there is an increasing trend towards 'low'. Although there appears to be a difference in salaries in the 1-5 million categories, the direction tends to be linear with the other categories.

According to some studies, the level of burnout is not always influenced by salary because non-financial factors are more dominant, for example, if an employee feels supported by their management and co-workers, they may be better able to cope with their work-related stress even if they receive less than ideal compensation (Woo, et al., 2016). In addition, burnout shows more association with job satisfaction such as job recognition, opportunities for growth, and work-life balance. In some situations, employees who are satisfied with other aspects of their job may not experience burnout despite their low salary (Unguren, et al., 2024).

#### **Conclusions and Recommendations**

The study results show that working mothers over the age of 40 have a 'high' tendency to experience job burnout compared to respondents under that age. This can be influenced by the physical factors of working mothers, which decrease with age. Meanwhile, in terms of education level, the higher the level of education of respondents, the lower the tendency to feel job burnout. Higher education is often associated with knowledge of stress management strategies that help them cope with work-related pressures better. Interestingly, regardless of the tenure and the amount of salary received, there is no difference in job burnout. The perception of differences in the

value of salary that is considered sufficient by someone can have an impact on varying burnout responses.

Based on these results, practical implications that can be developed, especially for working mothers in the age range under 40 who tend to be enthusiastic but lack experience in dealing with stress at work, it is important to learn how to control stress and set realistic job expectations. On the other hand, employees aged forty and over may experience boredom because they feel trapped in a routine and need to take steps to continue to develop through training or career changes. Young workers can better manage stress through mentoring programs from senior employees. Training on managing priorities and time management in the workplace can also be developed to help reduce the risk of job burnout.

This study may not be able to represent all working mothers in Indonesia due to the limited number of respondents in each category, so further studies can be developed by considering the similarity of the number of respondents in each category. Multivariate models can also be developed to test the interaction of several factors, whether they moderate or reinforce each other on job burnout. For example, a more senior age with a longer working period may reduce job burnout due to more work experience. Research can also focus on differences in job sectors. Variables such as tenure or salary can affect job burnout differently in different sectors.

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