

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

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ABSTRACT

This research paper investigates the intricate relationship between burnout and work-life balance among IT employees in the context of the Indian workforce. Utilizing secondary data derived from a prior study conducted by another researcher, which centered on work-life balance, burnout, and job satisfaction, the present study explores the connections between these critical variables. The original dataset consisted of 130 responses from full-time software developers working in India and employed the Oldenburg Burnout Inventory, Job Satisfaction Scale, and Work-Life Balance Inventory to assess these dimensions. The primary objectives of this study are twofold. First, it examines the associations between burnout and work-life balance to better understand how these factors interrelate in the IT sector. Surprisingly, the findings revealed a positive correlation between burnout and work-life balance, which is counterintuitive and warrants further exploration. Second, the study investigates whether age and work experience contribute to variations in both burnout and work-life balance within this specific occupational group. However, no significant relationship was found between age of the employees and their burnout and work-life balance scores. Similarly, no significant connection between work experience and burnout, work experience and work-life balance was found. By leveraging existing data, this research contributes to the broader understanding of employee well-being and work-related outcomes, shedding light on the dynamics that impact Software professionals in the Indian context. The findings from this study have the potential to inform organizational strategies and interventions aimed at enhancing the work experience and productivity of the Software employees while mitigating the risk of burnout.

Keywords: *Burnout-Work-Life, Balance Nexus*

In today's fast-paced and demanding work environments, the well-being of employees has become a matter of paramount concern for organizations and researchers alike. The delicate balance between work and personal life, often referred to as "work-life balance," plays a pivotal role in determining not only an employee's overall satisfaction but also their susceptibility to a debilitating phenomenon known as burnout.

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Work-Life Balance refers to an individual's ability to effectively manage the demands of their work and personal life to achieve overall well-being and satisfaction (Greenhaus & Allen, 2011). Work-life balance is the equilibrium employees seek to achieve between their professional responsibilities and personal lives. Achieving this balance has been associated with increased job satisfaction and overall life satisfaction (Greenhaus & Beutell, 1985). On the other hand, burnout is a syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, which stems primarily from chronic workplace stress (Maslach et al., 2001).

Burnout can have profound negative consequences, both for the individual and the organization, including reduced job performance, increased absenteeism, and higher turnover rates (Maslach et al., 2001; Schaufeli & Taris, 2005).

A substantial body of research has examined the intricate relationship between work-life balance, job satisfaction, and burnout. For example, studies have shown that a better work-life balance is associated with lower levels of burnout (Demerouti et al., 2001). However, the extent and nature of these relationships can vary across industries, professions, and cultures (Shockley et al., 2017; Van Steenbergen et al., 2017). Therefore, it is essential to investigate this dynamic interplay further, especially in the context of contemporary workplaces marked by technological advancements, flexible work arrangements, and evolving socio-economic landscapes.

This study seeks to contribute to the existing body of knowledge by examining the relationships between work-life balance, job satisfaction, and burnout in a specific organizational context. By understanding these connections more deeply, we aim to offer insights that can inform organizational practices and policies to promote employee well-being and productivity.

Finding a work-life balance has become a top priority for both people and companies in today's fast-paced and demanding professional environment. The delicate balance between one's job obligations and personal obligations has a considerable impact on both an individual's well-being and the productivity of an organization. The goal of this study paper is to shed light on how these two variables are connected and mutually influential. It does this by delving into the complex relationship between work-life balance and employee burnout.

Work-life balance refers to the equilibrium between one's professional and personal life. In recent years, the idea of "work-life balance," which is sometimes characterized as the equilibrium between obligations linked to the workplace and those related to personal life, has drawn more and more attention.

To preserve a peaceful and meaningful existence, employees make an effort to balance their work commitments with personal goals, family obligations, and self-care. Organizations are now aware that encouraging a healthy work-life balance not only improves employee satisfaction but also has a favorable effect on retention, productivity, and workplace culture. Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. On the other hand, worker burnout has become a major problem in the modern workplace. Chronic work-related pressures are the main cause of burnout, which is characterized by emotional weariness, depersonalization, and a diminishing sense of personal accomplishment. Burnout can have serious effects on both individuals and

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businesses, resulting in higher absenteeism, poorer work performance, and higher turnover rates.

Work-life balance and burnout are closely related, and maintaining a healthy balance between work and personal life is crucial in preventing burnout. When individuals consistently work long hours, they have less time and energy for their personal lives, including family, hobbies, and self-care. An imbalance between work and personal life often results in higher stress levels.

The success of the project is always dependent on teamwork. To get maximum output via keeping the work-life balance of the employee is becoming very important for organizations. An organization needs to recognize that the basic requirements of employees and the job stress should be balanced, so the team members can give maximum output without getting job burnout (Ullah and Durrani, 2011). With the rapid advancement in technology, the project teams stay connected 24/7 which is a positive thing, but if not managed properly, it can be disastrous for team members ultimately declining project performance, to cater to these problem organizations are designing and adopting different methods for facilitating employees' and to satisfy both their professional and social promises (Allen et al., 2003; Chinomona, 2012).

organizations have started analyzing the reasons behind the increasing number of employees burning out due to heavy workloads and time pressure resulting in exhausting the project teams more often and affecting the project performance (Wu et al., 2019). In balancing schedule, budget, stakeholder demands and quality, project teams usually face a fast-paced and dynamic life routine, e.g. working in shifts, late hours, overtime, etc. (Asad and Khan, 2003). Considerable evidence suggests direct effects of job stress on the health of employee which includes fatigue, insomnia, sadness, anger or irritability, use of abusive drugs, cardiac issue, vulnerability to illnesses, etc. (Dviret al., 2003; Siu et al., 2005). Hence, research on project management indicates a very positive impact of the use of project management procedures on project performance.

The published literature has significantly covered the subjects of job burnout, project performance and organizational support (Carmeliet al., 2017; Cheong and Kim, 2018; Suifan et al., 2018; Wu et al., 2018, 2019; Hung and Chen, 2020; Loan, 2020; Ali et al., 2021) individually, but the coverage of published literature related to the impact of work-life balance on project performance with mediating and moderating role of job burnout and organizational support is still not completely tapped. Therefore, to fill this research gap, current study is conducted. The major aim of the study is to measure the effect of work-life balance on project performance by mediating and moderating the role of job burnout and organizational support through regression analysis. Further, the objectives of this research study include (1) to study the impact of work-life balance on project performance, (2) to understand the relationship between work-life balance and job burnout, (3) the moderating role of organizational support between work-life balance and job burnout and (4) to examine the relationship between job burnout and project performance. The results of the study obtained through regression models will help in guiding the top management and key stakeholders to improve the probability of their project success, work-life balance and minimize job burnouts through organizational support.

Various studies have been undertaken to evaluate both prevalence rates and influencing factors contributing to the development of burnout for oncology nurses, such as age,

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education, length of employment, job satisfaction and workload; resultant in disparate findings (Giarelli et al., 2016; Duarte and Pinto-Gouveia 2017; Kotpa et al., 2017). Conversely, relatively less attention has been given to the impact of work-life balance on the emotional well-being of adult oncology nurses.

Unlike the concept of burnout, there is a lack of widely accepted validated tools to measure work-life balance and no universally accepted definition available; nonetheless, the concept is complex. Suggested definitions for work-life balance include 'equilibrium or an overall sense of harmony in work and private life' (Clarke et al., 2004) or 'an adequate amount of resources to respond effectively to the demands of their work and family roles' (Valcour, 2007). Anandan and Karthikeyan (2016) purport if you can fulfill the respective demands in a way that satisfies you, then it is reasonable to say you have the right balance between work and family life. For the purpose of this study we will operationally define work-life balance as having sufficient time, energy and resources to meet the commitments of home and work. Job burnout is work-related stress which leads to physical or emotional exhaustion of an employee which may result in deep depression, reduced productivity, vulnerability to serious illnesses, etc. An employee with job stress becomes cynical at work; short-tempered and annoyed with co-workers, customers or clients. Research suggests that these certain conditions encourage an undesirable experience that can lead to burnout (Bianchi and Brisson, 2017; Maslach et al., 2001; Pinto et al., 2014). Staying for longer periods in stressed environments and situations results in burnout. Burnout has adverse effects on individuals and the organization as well. Taking into account, the organizational effects of burnout include negative behaviors to professional responsibilities, lack of interest, declined performances, leaving the organizations, etc. (Kanwar et al., 2009).

Studies reveal that decline in job performances, disturbed family relations and various health issues are caused by job stress; the findings of job burnout were also similar to job stress (Maslach, 2017). Researchers have found the existence of interrelationship among the job burnout and physiological stress to the manager's performance working on construction projects and their direct impact on the performance of project managers in the construction industry (Leung et al., 2011). It is one of the most important aspects for management to identify and analyze the factors contributing to employee burnout and develop a model to interact with those factors. A system presenting the causes, impacts and preventive measures and actions may be helpful. Once an individual can overcome job burnout, it will enhance its performance and job satisfaction (Ho et al., 2009). Further, job burnout is more of a problem with the organization, not the employee which means that when employees are not as productive as they could be, it is usually the organization to blame not its employees. Previous studies depict that organizations with high job burnout rates have three common reasons: excessive workload, poor time management and overloading the most capable employees with too much work.

The purpose of this paper is to review the existing literature on Work-life balance with the identification and description of work-life balance with number of sections, first with Career growth and work-family conflict, second section describe Motivation and Work Life Balance, third section reveals to Job Satisfaction and Work Life Balance, fourth section examines Turnover, absenteeism and Work Life Balance, fifth section assesses Competitive environment and Work Life Balance, sixth section explores Appreciation and Work Life Balance, seventh section identifies and describes Work-life practices/policies and Work Life Balance, & eight section discusses on Work Stress and work-life imbalance, lastly draws conclusion.

REVIEW OF LITERATURE

A review of the literature is an essential component of any research report, as it establishes the background, identifies knowledge gaps, and serves as the basis for your investigation. The review of literature is like the foundation of a building in research. It's where we look at all the information and studies that already exist on a topic. In our case, we're looking at how people balance their work and personal lives and how this can make them feel burned out. We're also curious about how a person's age and work experience might affect this. By going through what others have found out in the past, we can better understand what's going on and figure out what's missing in our knowledge. This helps us do our own research better.

Ahola Kirsi et. al. (2008) study examined the complex relationship between age and burnout among a diverse sample of working adults in Finland. Burnout, characterized by exhaustion, cynicism, and diminished professional efficacy, is a prevalent concern in today's workforce due to prolonged work stress and maladaptive coping mechanisms. While previous reviews have suggested that burnout decreases with age, this study provides a nuanced perspective. It reveals that the association between age and burnout is not linear and varies among different age groups, particularly between men and women. In women, burnout tends to be higher among younger and older workers, while middle-aged women show no significant age-related trend. Among men, burnout is positively associated with age in middle-aged workers, with no significant age effect in other age groups. These findings highlight the need for tailored workplace interventions and health promotion strategies, especially for aging workers, as they navigate the evolving demands of their careers and personal lives. Longitudinal research is recommended to gain a deeper understanding of these complex dynamics.

Kocatepe & Yildirim (2023) study investigated the relationship between work-life balance and burnout among emergency healthcare professionals amidst the COVID-19 pandemic. This cross-sectional and correlational study involved 428 participants from February to July 2021. Data collection included a Descriptive Characteristics Form, the Maslach Burnout Inventory (MBI), and the Work-Life Balance Scale (WLBS). The study's findings indicated a significant negative correlation between participants' total WLBS and MBI scores ($P < 0.05$). Work-Life Balance scores accounted for 28.5% of the variance in burnout levels ($R^2 = 0.285$). Notably, individuals who didn't have to separate from their families during the pandemic exhibited higher total WLBS scores than those who did. Moreover, participants who received substantial family support during their demanding pandemic duties reported higher total WLBS scores and lower total MBI scores compared to their counterparts.

Joseph, J. (2022) used data from 520 service sector employees in the state of Kerala to investigate the relationship between psychological characteristics of employees and work-life balance (WLB). The study reveals that WLB is a phenomenon that is linked to the psychological characteristics of the employee, and thus psychological interventions have the potential to improve the employee WLB level.

Geetha, M, Sunitha P. A (2022) witnessed that an educator has a significant impact on the lives of their students, as well as their families, coworkers, and the larger community in which they work. Because of the unexpected and sudden changes that occurred during the COVID-19 pandemic lockdown, professionals were unable to maintain a work-life balance. As a result, an investigation into their home and work experiences was conducted, with the hypothesis being that physical and mental health, activities, relationship status, and the workplace all have an impact on the integration of work and home life.

Chauhan, J., Mishra, G., and Bhakri, S. (2022) mentioned that women are represented at top-level positions in India, despite increasing women empowerment and participation and slowing gender discrimination. The current study seeks to determine whether a lack of mentoring, perceived organizational support (POS), and family responsibilities influence women's perceived career success (PCS) in the Indian information technology (IT) sector. A structured questionnaire was collected in this regard, and 292 respondents were analyzed. The structural equation modeling (SEM) method was used to examine the impact of these impediments on women's perceived career success. The study's findings showed that each of the independent variables has a significant impact on women's perceived career success, which serves as a wake-up call for female executives that they must overcome these impediments in order to advance their careers smoothly.

Burnout: A Review of Theory and Measurement (2022), this review paper provides an overview of burnout theory and measurement. It discusses the negative impact of burnout on the lives of workers and society as a whole, and highlights the inclusion of burnout as a syndrome in the International Classification of Diseases. The paper also explores various factors contributing to burnout and suggests possible interventions."

Y. P. S. Kanwar et. al. (2009) study investigated the influence of work-life balance and burnout on job satisfaction in the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured using three dimensions: meaninglessness, demotivation, and exhaustion. The results indicate a positive relationship between work-life balance and job satisfaction, while demotivation, exhaustion, and meaninglessness are negatively linked to job satisfaction. Work-life balance has a significant impact on job satisfaction in both IT and ITES industries, with a greater effect in the ITES sector. Interestingly, male respondents report higher job satisfaction compared to females. The IT group has lower work-life balance and job satisfaction but higher levels of meaninglessness, demotivation, and exhaustion compared to the ITES group. The study discusses the implications of these findings for enhancing employee satisfaction and suggests directions for future research.

V.R. Devi & A. Nagini (2014) study explored the predicting role of Work-life balance and burnout in Job Satisfaction in private banking sector of India. Individuals are regarded as the valuable assets of an organization. Their contributions play a pivotal role in the organization's success and can be a source of competitive advantage, provided they find satisfaction in their work. A high level of job satisfaction among employees is linked to increased commitment, reduced absenteeism, enhanced productivity, and lower turnover rates. Their research explored the job satisfaction of employees within the private banking sector. It assessed how work-life balance and burnout affect employee job satisfaction. A sample of 103 employees was selected from nine private sector banks. The findings indicated a positive correlation between work-life balance and job satisfaction, while there is a negative association between burnout and job satisfaction.

Regression analysis confirms that job satisfaction is influenced by both work-life balance and the experience of burnout among employees.

Senada Duli (2016) study explored whether years of work experience, considered as a demographic factor, play a significant role in predicting emotional exhaustion and depersonalization, the primary symptoms of professional burnout. Professional burnout is a syndrome characterized by a cluster of symptoms, including emotional exhaustion,

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depersonalization, and a sense of reduced personal accomplishment. Emotional exhaustion, as defined by Maslach, is the primary symptom, marked by a noticeable decline in energy levels and the presence of extreme fatigue. According to Maslach, educators working in special education often report low job satisfaction and negative evaluations of their job performance. Many special education teachers also grapple with elevated levels of depression, psychological distress, and conflicts between their roles. Data for this research were gathered from special education institutions in Tirana, Shkoder, Durres, Vlora, Korça, and Elbasan, involving a total of 115 participants. The study identified noteworthy correlations between years of experience, emotional exhaustion, and depersonalization, suggesting that years of experience could serve as a mediating variable among these three factors and play a crucial role in predicting emotional exhaustion and depersonalization.

Richert & Stankiewicz (2016) research focused on the relationship between the age of workers and their assessment of work-life balance, as well as the activities undertaken by employers to provide work-life balance. The study explored whether the age of workers influences their perception of work-life balance and whether there is a correlation between age and the assessment of employer-provided work-life balance activities. The survey results showed that the majority of surveyed employees (83 out of the total respondents) agreed that they maintain a balance between their work and private life. This suggests that they perceive their work-life balance positively. Only a small percentage of respondents (15 out of the total) felt that they do not maintain a work-life balance. Surveys conducted among 500 employees in the SME sector across Finland, Lithuania, and Sweden have unveiled a noteworthy trend. The data reveals a statistically significant difference among age groups when it comes to work-life balance (WLB). Specifically, employees in the older age groups are more inclined to report a better sense of work-life balance maintenance.

Moreover, the surveys indicate that older workers are more likely to disagree with the notion that all employees have equal opportunities to leverage flexible solutions aimed at fostering work-life balance. This finding underscores the idea that older employees may perceive disparities in the availability and accessibility of such solutions, potentially due to variations in their personal and professional contexts. Upon closer examination, the analysis reveals an interesting pattern: younger workers tend to express a more optimistic perspective regarding work-life balance.

Marchand A et. al. (2018) study aimed to investigate the relationship between age, gender, and burnout in a sample of Canadian workers. Data from 2073 Canadian workers were analyzed, and the findings revealed intriguing patterns. Age had a nonlinear relationship with emotional exhaustion and total burnout, while it had a linear relationship with cynicism and reduced professional efficacy. Interestingly, burnout levels decreased with increasing age among men, but among women, the association followed a bimodal pattern. Women aged between 20-35 and those over 55 years showed the highest burnout levels. These results emphasize the importance of considering different life stages in addressing burnout, with a focus on younger men and women aged 20-35 and 55 years and older, who appear to be particularly susceptible to burnout and may benefit from targeted intervention programs.

Subooh Yusuf (2018) work provided insights into the work-life balance and job satisfaction of individuals employed in the business process outsourcing (BPO) industry. Data for the study were gathered from a sample of 200 employees, comprising 120 males and 80 females. The assessment of work-life balance was conducted using a 15-item scale developed by Fisher-McAuley (2003), which includes three dimensions: work interference

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with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). Job satisfaction was measured using the scale developed by Khan and Sheeba (2002). To compare data related to work-life balance, its three dimensions, personal life interference with work, work/personal life enhancement, and job satisfaction between males and females, a t-test was employed. The study found that male and female employees in the BPO sector are similarly affected by the variables under consideration, and there was no significant difference in job satisfaction between the two genders. This aligns with a study by Liacqua and Schumacher in 1995, which also suggested that demographic factors such as age, gender, and degree have minimal or no impact on job satisfaction. However, the results did indicate a connection between certain demographic factors and job dissatisfaction.

Spieler et. al. (2018) research provides intriguing insights into the relationship between age, work-life balance, and boundary management among employees. While initial evidence has indicated that older workers tend to enjoy higher work-life balance compared to their younger counterparts, there has been limited understanding of the mechanisms behind this phenomenon and the robustness of age-related differences when considering individual life contexts. A novel perspective, known as the "boundary management account of aging and work-life balance," has been introduced and empirically tested. This theory suggests that older workers maintain more robust work-nonwork boundaries, which serves as a pathway to achieving better work-life balance. Two separate studies were conducted to investigate this theory.

In the first study involving 298 bank employees, older workers consistently reported experiencing better work-life balance and demonstrated stronger boundaries at their workplace compared to younger colleagues. Furthermore, older workers exhibited stronger boundaries at home. These findings highlight the connection between stronger boundaries and improved work-life balance. Notably, the strength of these boundaries was found to mediate the relationship between age and work-life balance. The second study, which analyzed aggregated diary entries from 608 workers, reinforced the earlier findings. It suggested that the use of boundary management strategies becomes more pronounced with age, contributing to the establishment of stronger boundaries.

Crucially, both studies took into account differences in family and work context characteristics and boundary preferences, reinforcing the conclusion that older workers' enhanced work-life balance is the result of their adept boundary management skills, rather than being solely attributed to changes in contextual factors or boundary preferences. These findings shed light on the mechanisms behind age-related differences in work-life balance, emphasizing the role of effective boundary management in achieving a harmonious work-life equilibrium.

Selwyn Stanley et. al (2023) study examined stress in social work among 73 practitioners in two South Indian cities, focusing on burnout, social support, and work-life balance. The research used a quantitative approach, collecting data through surveys and standardized instruments. The findings revealed high burnout levels, low social support, and poor work-life balance. Sociodemographic factors didn't significantly affect these outcomes. Both social support and work-life balance were identified as significant predictors of burnout. The study suggests incorporating burnout and compassion fatigue into social work education, emphasizing the importance of self-care and work-life balance. It also provides

recommendations to enhance social support and reduce burnout among social workers, ultimately benefiting both their well-being and service quality.

Jeel Moya Salazar et al. (2023), the focus was on assessing Burnout Syndrome (BS) among nurses caring for COVID-19 patients, with a particular emphasis on the impact of age. Burnout Syndrome is a well-documented phenomenon, characterized by work-related fatigue and physical exhaustion, and its prevalence has grown during the COVID-19 pandemic, especially among healthcare workers. The study, conducted in 2021, involved 100 nurses working in COVID-19 medical units, and it revealed some noteworthy findings. The majority of participants were women, with an average age of 30 years, and most had 1 to 10 years of work experience. Surprisingly, a substantial 88% of nurses exhibited moderate levels of burnout, with a higher prevalence observed among males aged 20 to 30 years who had not previously contracted the virus. Furthermore, the study's predictive analysis highlighted that age was a significant factor influencing the development of Burnout Syndrome. These findings underscore the importance of addressing burnout, especially among young nurses in the context of COVID-19 patient care, and suggest the need for strategies aimed at improving the work environment, encompassing self-care practices, organizational changes, enhanced interpersonal relationships, and risk prevention measures.

J.P. Verdana & A. Satrya (2022) carried out a study investigating the turnover intention among Indonesian digital startup employees in the retail, finance, and software sectors. It utilizes burnout, work–life balance, and job satisfaction as key factors and employs a quantitative approach with a 5-point Likert scale survey involving 210 employees from Jakarta, Bogor, Tangerang, and Bekasi.

They found out that Burnout is negatively and significantly related to job satisfaction. Job satisfaction is negatively and significantly related to turnover intention. Work–life balance has a positive and significant relationship with job satisfaction. Job satisfaction acts as a significant mediator between burnout and work–life balance concerning turnover intention. There is no direct and significant relationship between burnout and work–life balance in relation to turnover intention. This research provided valuable insights into factors impacting turnover intention in Indonesian digital startups, offering implications for improving employee retention strategies within this sector.

K. V. U. Perera and K. P. J. M. Pathirana (2023) study focused on the significance of human resources in organizations and the challenges related to employee turnover. In today's business environment, employees are increasingly task-oriented, which can lead to job dissatisfaction and work-life balance issues. The research aims to investigate the impact of work-life balance and job satisfaction on turnover intention among executive-level employees in a prominent apparel and textile manufacturing organization in Sri Lanka. The study utilizes a deductive approach, employing quantitative methods and a survey strategy. A sample of 97 executive-level employees out of 132 was randomly selected, and data was collected through an online questionnaire using Google Forms. Regression analysis was employed as the primary statistical method for data analysis. They found out that Work-life balance and job satisfaction are negatively associated with employee turnover intention. Job satisfaction partially mediates the negative relationship between work-life balance and turnover intention. This research sheds light on the factors influencing turnover intention among executive-level employees and underscores the importance of maintaining work-life balance and job satisfaction in reducing turnover in the apparel and textile manufacturing sector in Sri Lanka.

Shanafelt et al. (2019) promoting work-life integration and flexibility, adjusting working hours and schedules would seem to be important. However, we cannot extrapolate these findings for oncologist and universally apply them to oncology nurses. Nursing is predominantly a female profession and likely to experience additional caregiving roles and personal expectations for the family, with the potential for provoking stress and burnout.

Guo et al. (2019) also recognised that having the ability to adapt well to adversity, trauma or stress was an extremely important quality. Similarly, he described this as one's ability to self-care and could be learned. More specifically, self-care comprises of a spectrum of knowledge, skills and attitudes, including self-reflection and self-awareness, which could form elements of therapeutic wellness interventions to bolster resilience. Of note, resilience has been identified as a hallmark of successful leaders within oncology nursing.

Murali et al., (2018) the need to ensure healthy professional and personal boundaries are established is every more pressing. Furthermore, the subjective measure of workload in terms of perceived job stress and perception of time pressure, irrespective of quantitative workload, has been frequently reported as an important correlate of burnout in studies with medical oncologists.

Bianchi and Brisson, (2017) Job burnout is work-related stress which leads to physical or emotional exhaustion of an employee which may result in deep depression, reduced productivity, vulnerability to serious illnesses, etc. An employee with job stress becomes cynical at work; short-tempered and annoyed with co-workers, customers or clients. Research suggests that these certain conditions encourage an undesirable experience that can lead to burnout.

Irfan et al., (2019) Project performance measuring standards with tough metrics such as completing the project on schedule with defined cost lines, planning and following to achieve the milestone, project scope, project risks, project quality requirements, safety, environmental, health and security requirements make project performance measuring more reasonable.

Karyotakis and Antonopoulos, (2021) The hardware and software pertinent to the Internet of things need to be maintained and updated regularly. An annual amount of 10–15% of the hardware and software investment cost should be considered. Electricity costs, to operate the infrastructure, are usually quite low in comparison with the other costs involved, but as Green IT initiatives are becoming more and more significant, the Internet of things is no exception.

Fisher, (2001) through which “imbalance” has been defined as occupational stress, which includes lack of energy and time for off-work activities after long working hours, feelings toward work and personal life. Studies published a variety of work- and health-related results of imbalance in work-life balance with proof for life satisfaction and impeded work. Health-related effects include drinking problems and increased blood pressure, mental disorders, more frequent depression, burnout and other symptoms i.e. lack of fatigue and appetite.

Hung and Chen, (2020) Organizational support, more particularly, when embedded with family-friendly culture, influences employees' insights into the work environment and their

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behaviors and creates a relatively more homogeneous working environment among employees which directly impacts organizational progress and functioning.

Mohammed et al., (2009) if an organization has supportive work–life-balanced culture, employees presumably strive to create harmony and synergy in working behaviors by utilizing their knowledge and skills. Organizational support has been referred to as the critical success factor for project success as it reduces turnovers, absenteeism, lack of interest, etc.

Murphy & Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way, because personal circumstances influence the way this is perceived. Long hours and presentism form “part of job” when accepting a role at higher level. However, modern technology has helped this to some extent by allowing senior managers to be accessible instead of having to be present in office.

Eikhofet.al (2007) suggested that re conceptualization is required to analyze both work-life balance and relationship between work& life. This implies current work-life balance policies are myopic in terms of addressing needs & aspirations of employees.

Jawaharani (2011) and Rania. Set. Al (2011) found that work-life balance is key driver of employee satisfaction which include recruitment & retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction and better life-balance.

R. Balaji, (2014) stated that work life balance is considered to be the prime factor now a days people getting deviated from their goal is becoming the common criteria. an increasing number of articles have promoted the importance of work life balance. That highlights the current concern of the society and organizational about the impact of multiple roles on the health and wellbeing of the working women and its implications regarding work and family performance and women role in society.

M. A. Raajarajeswari, (2015) has stated that, the greater part of the ladies are impending forward to work, and keep in mind their goal to end the work, the greatest challenge for the women is to adjust in all situation whether is related with family or profession. The study distinguishes the different angle o example, professional success, work stress, career desire, work family conflict, child care, are in connection with work life balance, this paper revealed that there are different difficulties and issues confronted by the ladies worker to accomplish work life balance.

Vijayakumar Bharathi. S, (2015) it was revealed that the main challenge in professional life of women found to be odd working hours travel time between office and home, additional job and assignments. The main coz of guilty among women is not to able to manage professional and personal life due to family responsibility and excessive work load of the company. Most women prefer flexible working hours support from other and a conducive work environment of the company.

Sushree Sangita Das, (2016) has revealed that duration of working hour is not uniform in case of working women IT professional in Mumbai, the working hour vary as per the projects assigned to them. however, there is no substantial variation in putting number of

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hour as work place as per the age, education qualification and experience of the women employees.

Jindal, (2016) found that its too difficult to maintain work life balance work working women, As there is no distinct in between men and women regarding the rights and both have to share responsibility for better standard of life so its become necessity for women to equalize their working life and professional life , the study revealed that married working women find it very hard to steal out the time for their hobbies and leisure activity and to manage friendship and relationships , those women earning more are able to manage their work life in comparison to those women earning less Because those are earning more, they can pay to get facilities which help them to manage their work life.

Mrs. Jonnalagadda Vanaja, (2018) The research was undertaken in textile industry in Andhra Pradesh. The study found that achieving a good balance between work and family commitments is a growing concern for contemporary employees and organization there is now mounting evidence- linking work-life balance to reduce health and wellbeing among individuals and families. There is increasing interest among organization and stakeholder for introducing work life balance policies in the organizations.

Dr. J. Godwin Prem Singh revealed that the fundamental changes in the structure of work and family roles namely dual earner couple , the influx of women into the work force and the increasing family responsibility various challenges faced by the working women like most women affected by the imbalance in work life, support from family , office colleague is important to manage work life balance Factors like child care, occupation, age of the respondents, age of the children are significantly related to work life balance.

In conclusion, the literature review provides a comprehensive understanding of the concepts of work-life balance and employee burnout, their significance, and the specific factors that influence these phenomena in the context of Indian employees. This review also highlights the need for your research to contribute valuable insights into addressing these challenges and promoting employee.

RESEARCH METHODOLOGY

Statement of the Problem

The study aims to investigate the relationship between burnout and work-life balance within the Indian context. Additionally, it seeks to explore whether age and work experience are associated with variations in work-life balance and burnout among individuals in the Indian workforce.

Objectives

Primary Objective:

- To analyze the relationship between burnout and work-life balance among individuals in the Indian workforce.

Secondary Objectives:

- To examine whether age is a factor influencing work-life balance and burnout among Indian employees.
- To investigate whether work experience plays a role in shaping work-life balance and burnout levels in the Indian context.

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

Hypotheses:

- H0-1 - There is no significant relationship between burnout and work-life balance among individuals in the Indian workforce.
- H0-2 - Age is not associated with variations in work-life balance among Indian employees.
- H0-3 - Work experience does not influence work-life balance levels in the Indian context.
- H0-4 - Age is not associated with variations in burnout levels among Indian employees.
- H0-5 - Work experience does not influence burnout levels in the Indian context.

Operational Definition

The operational definition of Burnout, as assessed by the Oldenburg Burnout Inventory (OLBI), refers to a state of emotional exhaustion and disengagement from work. It is characterized by feelings of overwhelming exhaustion, cynicism or detachment from work-related tasks, and a reduced sense of personal accomplishment or effectiveness in one's job. Individuals experiencing burnout often report physical and emotional fatigue, reduced motivation, and a sense of inefficacy in their work roles. In the Oldenburg Burnout Inventory (OLBI), a high score signifies a higher degree of burnout. Specifically, a high score on the OLBI indicates that an individual is experiencing a more pronounced sense of emotional exhaustion and disengagement from work.

This means that they may be feeling exceptionally drained, detached, and ineffective in their job, which are key indicators of burnout.

The operational definition of Work-Life Balance, as assessed by the Work-Life Balance Inventory (WLBI) developed by Hayman (2005), refers to an individual's perceived ability to effectively manage and balance the demands of their work and personal life. It encompasses the subjective evaluation of how well one can reconcile their work-related responsibilities with their personal and family life without experiencing excessive stress, conflict, or interference. A higher score on the WLBI indicates a better perception of work-life balance, suggesting that the individual feels more capable of harmonizing their professional and personal life in a way that minimizes negative impacts and enhances overall well-being.

Research Design

This study utilizes a correlational design to investigate the relationship between age, work-life balance and burnout among the Indian workforce.

Sample

The sample for this study is drawn from data collected by John & Deepthi in their study titled '*Burnout, Work-life Balance, and Job Satisfaction Among Software Developers.*' There was no additional sampling conducted for this study as it solely relies on secondary data.

Tools

- **Oldenburg Burnout Inventory (OLBI):** The OLBI, developed by Demerouti et al. in 1999, is used to measure occupational burnout. It includes 16 items assessing two core dimensions: exhaustion and disengagement from work. Scores range from 1 to

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

4, with higher scores indicating greater burnout. This instrument has demonstrated reliability and validity in various populations.

- **Work-Life Balance Inventory (WLBI):** The WLBI, adapted by Hayman (2005), assesses three dimensions of work-life balance: work interference with personal life, personal life interference with work, and work/personal life enhancement. It uses a 5-point Likert scale, with higher scores indicating better work-life balance. This scale has been validated and tested for reliability in an Indian context.

Procedure

This study does not involve the collection of new data or a sample. Instead, it relies on existing data collected by John & Deepthi's study. Ethical considerations related to data collection and participant consent were addressed in the original study. No additional data collection or ethical procedures were undertaken for this secondary data analysis.

Data Analysis

The existing data, collected through Google Forms in the original study, were analyzed using the Jamovi software for the purpose of exploring the correlation between work-life balance and burnout among Indian software developers.

Ethical Considerations

The data used in this study were originally collected with ethical considerations, including informed consent and data confidentiality. As this study relies on secondary data, there were no new ethical concerns introduced, and participant anonymity was maintained. No sensitive or identifying information was collected.

RESULTS

The sample consisted of 130 full-time software developers based in India. Among the participants, 55 identified as males, 71 as females, and there were 4 individuals who chose not to disclose their gender. This diverse sample allowed us to gain insights into the experiences and perspectives of software developers in this region while respecting the privacy choices of those who preferred not to reveal their gender.

H0-1 - There is no significant relationship between burnout and work-life balance among individuals in the Indian workforce.

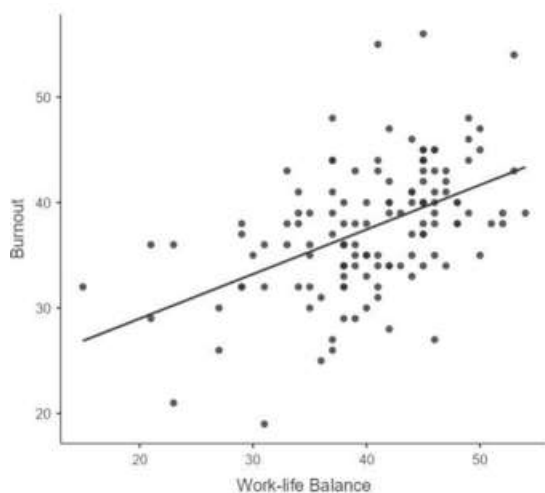
Table 1 Relationship Between Burnout and Worklife Balance Among Software Developers

Correlation Matrix

Correlation Matrix		Work-life Balance	Burnout
Work-life Balance	Pearson's r	—	—
	df	—	—
	p-value	—	—
Burnout	Pearson's r	0.491 ***	—
	df	128	—
	p-value	< .001	—

Note. * p < .05, ** p < .01, *** p < .001

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Pearson's r (correlation coefficient) between Work-life Balance and Burnout is 0.491. The p -value associated with this correlation is less than 0.001 ($p < .001$), indicating a highly significant result. Since the p -value is less than the typical significance level of 0.05 (it's much smaller, $p < .001$), we can confidently reject the null hypothesis. This means that there is strong evidence to suggest that there is indeed a significant positive relationship between work-life balance and burnout. In this case, as work-life balance improves (i.e., becomes more positive), burnout tends to increase, and as work-life balance deteriorates (becomes more negative), burnout tends to decrease. The relationship is statistically significant, indicating that changes in work-life balance are associated with changes in burnout levels in a positive direction.

The counterintuitive result where an increase in work-life balance is associated with an increase in burnout can be explained by several factors and underlying dynamics:

- **Overcompensation Effect:** In some cases, individuals who perceive that they have an excellent work-life balance might feel compelled to overcommit or overachieve at work, thinking they have more time and energy to spare. This can lead to increased work-related stress and burnout.
- **High Expectations:** When employees believe they have achieved an ideal work-life balance, they may have higher expectations for their job satisfaction and overall well-being. If these expectations are not met, it can result in frustration, disappointment, and ultimately, burnout.
- **Job Demands:** In certain industries or roles, high work demands and job pressures may persist despite efforts to maintain a good work-life balance. If employees are expected to continuously deliver high performance, they may experience burnout regardless of their work-life balance status.
- **Psychological Factors:** Personal traits and coping mechanisms play a role. Some individuals may have a propensity to overcommit or have perfectionist tendencies, making them more susceptible to burnout even when striving for a work-life balance.
- **Sampling Bias:** The specific sample of employees being studied consisted of 130 software developers selected via purposive sampling. It has unique characteristics or circumstances that affect the observed correlation.

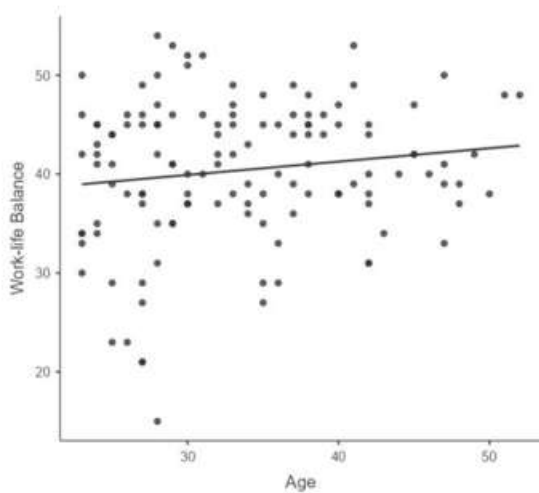
While the correlation suggests an unexpected relationship between work-life balance and burnout, it's essential to recognize that correlation does not imply causation.

H0-2 - Age is not associated with variations in work-life balance among Indian employees.

Table 2 Relationship Between Age & Work-life Balance Among Software Developers
Correlation Matrix

Correlation Matrix		Work-life Balance	Age
Work-life Balance	Pearson's r	—	—
	df	—	—
	p-value	—	—
Age	Pearson's r	0.142	—
	df	128	—
	p-value	0.106	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$



The correlation coefficient (r) of 0.142 suggests a very weak positive correlation between age and work-life balance. This indicates that, on average, as employees get older, there is a slight tendency for their work-life balance to improve, but the relationship is extremely weak. The p -value of 0.106 is greater than the conventional significance level of 0.05. This means that the observed correlation between age and work-life balance is not statistically significant in this dataset. In other words, the relationship we have observed could plausibly be due to random chance. While there is a very weak positive correlation suggesting that, on average, older employees might have slightly better work-life balance, this correlation is so weak that it may not have practical significance.

The p -value indicates that we do not have strong evidence to reject the null hypothesis that age is not associated with variations in work-life balance among Indian employees in this specific sample.

H0-3 - Work experience does not influence work-life balance levels in the Indian context.

Independent Samples T-Test

Independent Samples T-Test

		Statistic	df	p	Mean difference	SE difference
Work-life Balance	Student's t	-0.383	128	0.702	-0.524	1.37
	Mann-Whitney U	1671		0.600	-1.000	

Note. $H_a: \mu_1 \neq \mu_2$

Assumptions

Normality Test (Shapiro-Wilk)

	W	p
Work-life Balance	0.959	< .001

Note. A low p-value suggests a violation of the assumption of normality

Group Descriptives

	Group	N	Mean	Median	SD	SE
Work-life Balance	1	39	40.0	41.0	6.76	1.08
	2	91	40.5	41.0	7.29	0.764

The data presented includes the results of an Independent Samples T-Test and a Mann-Whitney U test, both of which were used to test the hypothesis that work experience does not influence work-life balance levels in the Indian context. Work experience was categorized into two levels: less than 5 years and more than 5 years. The null hypothesis (H_0) states that work experience does not influence work-life balance levels.

Based on the t-test results, the p-value of 0.702 is significantly greater than the typical significance level of 0.05 (alpha). This suggests that there is no statistically significant difference in work-life balance levels between employees with less than 5 years of work experience and those with more than 5 years of work experience. Therefore, we do not have enough evidence to reject the null hypothesis, indicating that, according to this analysis, work experience does not appear to influence work-life balance levels among Indian employees.

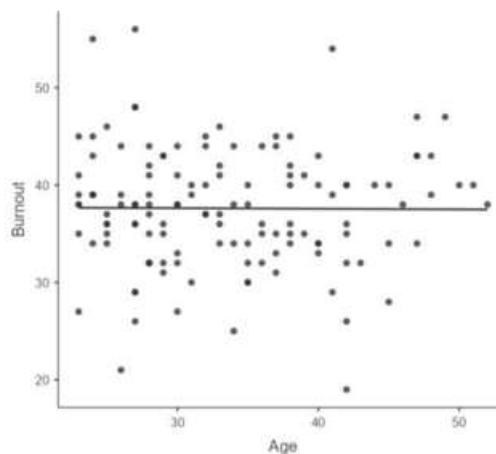
The Mann-Whitney U test is a non-parametric alternative to the t-test and is used when the assumptions of the t-test are not met. Similar to the t-test, the p-value of 0.600 in the Mann-Whitney U test is greater than the typical significance level of 0.05 (alpha). This result also suggests that there is no statistically significant difference in work-life balance levels between employees with less than 5 years of work experience and those with more than 5 years of work experience.

H0-4 - Age is not associated with variations in burnout levels among Indian employees.

Correlation Matrix

		Age	Burnout
Age	Pearson's r	—	
	df	—	
	p-value	—	
Burnout	Pearson's r	-0.007	—
	df	128	—
	p-value	0.933	—

Note. * p < .05, ** p < .01, *** p < .001



The correlation coefficient of -0.007 suggests an almost negligible negative correlation between age and burnout levels among Indian employees. In other words, there is practically no meaningful relationship between age and burnout in this dataset.

The p-value of 0.933 is much greater than 0.05, indicating that the correlation between age and burnout is not statistically significant. This means that the observed correlation could easily occur due to random chance, and there is no compelling evidence to suggest that age is associated with variations in burnout levels among Indian employees in this particular sample.

H0-5 - Work experience does not influence burnout levels in the Indian context.

Independent Samples T-Test

		Statistic	df	p
Burnout	Student's t	1.17	128	0.245

Note. $H_0: \mu_1 = \mu_2$

	Group	N	Mean	Median	SD	SE
Burnout	1	39	38.6	38.0	5.34	0.855
	2	91	37.2	37.0	6.41	0.672

Based on the t-test results, the p-value of 0.245 is greater than the typical significance level of 0.05 (alpha). This suggests that there is no statistically significant difference in burnout levels between employees with less than 5 years of work experience and those with more than 5 years of work experience.

The analysis does not provide enough evidence to reject the null hypothesis. Therefore, based on this specific dataset and the results of the t-test, it appears that work experience (categorized into less than 5 years and more than 5 years) does not significantly influence burnout levels among Indian employees.

DISCUSSION

Burnout and Work-Life Balance Relationship:

Our study, conducted with a diverse sample of 130 full-time software developers in India, revealed a positive correlation between burnout and work-life balance, challenging traditional assumptions. This intriguing finding calls for an in-depth exploration, drawing insights from existing research.

Our study, conducted with a diverse sample of 130 full-time software developers in India, uncovered a positive correlation between burnout and work-life balance, which challenges traditional assumptions. This finding contrasts with the study by Kocatepe & Yildirim (2023) among emergency healthcare professionals during the COVID-19 pandemic. In their research, they observed a significant negative correlation between participants' total Work-Life Balance Scale (WLBS) and Maslach Burnout Inventory (MBI) scores, indicating that better work-life balance was associated with lower burnout levels. These contrasting results suggest that the relationship between burnout and work-life balance may vary across different professions and contexts, emphasizing the need for further investigation to understand the nuances of this association.

The positive correlation observed between burnout and work-life balance echoes the unexpected results found in previous studies. One plausible explanation is the "Overcompensation Effect". This phenomenon suggests that individuals who perceive a strong work-life balance may feel compelled to overachieve at work, assuming they have the surplus time and energy. Paradoxically, this may lead to increased work-related stress and eventual burnout.

Job demands remain a crucial factor in the burnout equation, as supported by Bakker and Demerouti (2007). In high-pressure industries like IT, work demands may persist regardless of efforts to maintain work-life balance, potentially contributing to burnout.

The influence of personal traits and psychological factors on burnout is well-established. Our study underscores the importance of recognizing these individual characteristics, as certain traits, such as overcommitment or perfectionism, may increase susceptibility to burnout even among those striving for a positive work-life balance.

It's essential to acknowledge the potential impact of sampling bias in our results. The specific sample of software developers, selected via purposive sampling, may possess unique attributes that influence the observed correlation. Further research is necessary to determine the generalizability of these findings to broader populations and industries.

Age and Work-Life Balance

The result from our study, which found a very weak and statistically insignificant positive correlation between age and work-life balance among Indian software employees, aligns with the findings of the study conducted by Parminder Walia in 2015.

In Parminder Walia's study, which focused on working professionals in the IT and ITES Industry, no significant differences were found in the work-life balance or any of its dimensions among professionals in different age groups. This suggests that, similar to our findings, age may not be a significant determinant of work-life balance in the context of IT and ITES professionals.

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

Both studies highlight the notion that the relationship between age and work-life balance in the IT industry may not be as pronounced as one might expect. While age may influence work-life balance in certain industries or contexts, it appears to have limited practical significance in the IT and ITES industry, where various other factors and dynamics may play a more substantial role in determining work-life equilibrium.

The study's finding of a very weak and statistically insignificant positive correlation between age and work-life balance among Indian software employees contrasts with Stankiewicz's 2016 study, which discovered a positive correlation between age and work-life balance perceptions among employees in the SME sector across Finland, Lithuania, and Sweden. These differences can be attributed to variations in study context, sample composition, cultural factors, and the subjective nature of work-life balance perceptions. Your study's focused context on Indian software employees and potential regional and cultural distinctions may explain why age did not significantly impact work-life balance perceptions in this specific sample, while Stankiewicz's more diverse sample may have led to different outcomes. These distinctions emphasize the complexity of understanding how age influences work-life balance and highlight the importance of considering contextual factors when interpreting research findings in this area.

Work Experience and Work-Life Balance

In many cases, employees tend to achieve better work-life balance as they gain more work experience. This is because seasoned professionals often develop better time management skills, work more efficiently, and have a deeper understanding of their job roles. With experience, they may also have more control over their work schedules, allowing them to allocate time more effectively between work and personal life. Our analysis found no statistically significant difference in work-life balance between employees with varying levels of work experience. Within this specific dataset, work experience does not appear to exert a significant influence over work-life equilibrium among Indian software professionals.

Age and Burnout, Work Experience and Burnout

The analysis revealed extremely weak and statistically insignificant correlations between age and burnout, as well as work experience and burnout. This suggests that neither age nor work experience significantly impact burnout levels in this specific sample of Indian Software employees.

In summary, our study's discovery of a positive correlation between burnout and work-life balance among Indian Software employees challenges conventional wisdom and warrants further investigation. These findings necessitate additional research to validate and extend our observations, enabling organizations and policymakers to develop targeted strategies to enhance the well-being and productivity of Software professionals and employees across various sectors.

CONCLUSION

In conclusion, our study of 130 full-time software developers in India has yielded several important findings regarding the relationships between burnout, work-life balance, age, and work experience. These findings challenge some traditional assumptions and underscore the complexity of these interrelated factors in the Indian workforce.

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

First, our study found a significant positive correlation between burnout and work-life balance among Indian software developers. This unexpected result suggests that as work-life balance improves, burnout tends to increase. Several potential explanations, such as the Overcompensation Effect, high expectations, job demands, psychological factors, and sampling bias, were discussed to shed light on this counterintuitive relationship. Further research is necessary to understand the nuances of this association and its applicability to different professions and contexts.

Second, we found a very weak and statistically insignificant positive correlation between age and work-life balance among Indian software employees. This implies that, on average, age may have limited practical significance as a determinant of work-life balance in this specific context. Similar studies in the IT and ITES industry have yielded varying results, emphasizing the importance of considering contextual factors when interpreting research findings.

Third, our analysis revealed no statistically significant differences in work-life balance levels between employees with varying levels of work experience. This suggests that work experience may not exert a significant influence on work-life equilibrium among Indian software professionals.

Lastly, both age and work experience demonstrated extremely weak and statistically insignificant correlations with burnout levels in this dataset. These findings indicate that neither age nor work experience significantly impact burnout levels among Indian software employees in our specific sample.

Recommendations

Further Research: Conduct more extensive and diverse studies to validate and extend these findings across various industries and regions within India. Exploring the factors that contribute to the positive correlation between work-life balance and burnout is crucial for developing effective strategies to address burnout in the workplace.

Organizational Strategies: Organizations should consider the potential consequences of an overemphasis on work-life balance, such as the Overcompensation Effect. Encourage a healthy work-life balance while providing support and resources to prevent burnout, even among employees who perceive a positive balance.

Employee Support: Offer resources and programs to help employees manage stress and avoid burnout, regardless of their age or work experience. Recognize that individual traits and coping mechanisms play a role in burnout susceptibility.

Contextual Considerations: Acknowledge that the relationship between age, work-life balance, and burnout may vary across industries and regions. Customize workplace policies and interventions based on specific contextual factors.

Limitations of the Study

The study presented here offers valuable insights into the relationship between burnout and work-life balance among Software employees in the Indian context. However, it is essential to acknowledge several limitations that affect the generalizability and interpretation of the findings:

Unraveling the Burnout-Work-Life Balance Nexus: A Secondary Data Analysis

- 1. Data Source and Secondary Analysis:** The study relies on secondary data collected by another researcher, which may not have been specifically designed to address the research questions posed in this study. This secondary data may introduce limitations related to variable definitions, data collection methods, and the absence of researcher control over data collection.
- 2. Sample Size and Representativeness:** The original dataset comprises responses from 130 full-time software developers in India. While this sample size provides some insights, it may not fully capture the diversity of the entire Software workforce in the region. The findings might not be applicable to Software professionals in different roles or organizations.
- 3. Cross-Sectional Design:** The study employs a cross-sectional design, which limits the ability to establish causal relationships between burnout, work-life balance, age, and work experience. Longitudinal data would be more suitable for understanding the dynamic nature of these variables over time.
- 4. Measures and Instruments:** The study relies on existing scales such as the Oldenburg Burnout Inventory and Work-Life Balance Inventory. These instruments may have limitations in capturing the nuances of burnout and work-life balance specific to Software professionals, potentially affecting the accuracy of the results.
- 5. Lack of Contextual Factors:** The study focuses primarily on burnout, work-life balance, age, and work experience. It does not consider other potentially influential variables, such as job demands, organizational culture, and coping mechanisms, which could provide a more comprehensive understanding of the observed relationships.
- 6. Generalizability:** Findings are specific to the Indian Software sector and may not be generalizable to Software professionals in other countries or cultural contexts. Different cultural norms, work environments, and industry practices may yield distinct outcomes.
- 7. Social Desirability Bias:** Since the data is based on self-reporting, there is a possibility of social desirability bias, where participants may respond in ways they believe are socially acceptable, potentially influencing the accuracy of their responses.
- 8. Limited Exploration of Counterintuitive Findings:** While the study acknowledges the counterintuitive positive correlation between burnout and work-life balance, it does not extensively explore the underlying reasons for this unexpected relationship.

In conclusion, while this research contributes to our understanding of the complex dynamics between burnout and work-life balance among Software employees in India, these limitations should be considered when interpreting the results. Future studies with more robust methodologies and a focus on contextual factors can further elucidate these relationships and provide actionable insights for organizations in the Software sector.

Future Research

Future research in this field should focus on the following areas:

- **Longitudinal Studies:** Conduct longitudinal studies to track changes in work-life balance, burnout, and related factors over time. This will provide a more comprehensive understanding of how these dynamics evolve throughout an employee's career.
- **Qualitative Analysis:** Complement quantitative data with qualitative analysis to gain deeper insights into the experiences and perceptions of employees regarding

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work-life balance and burnout. Qualitative data can help uncover nuances that quantitative measures might miss.

- **Comparative Studies:** Compare the findings from different industries and regions to identify industry-specific or cultural variations in the relationships between these variables.
- **Intervention Strategies:** Develop and test intervention strategies aimed at preventing burnout while promoting a healthy work-life balance. Evaluate the effectiveness of these interventions in diverse work settings.

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Conflict of Interest

The author(s) declared no conflict of interest.

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