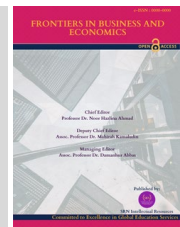




# Frontiers in Business and Economics

Journal homepage: <https://journal.smintellectual.com/index.php/finbe>



Original Article

## Analyzing the Mediating Role of Job Burnout between Work-Life Balance and Job Satisfaction

Ilzar Daud <sup>a,\*</sup>, Guntur Guntur <sup>a</sup>, M. Irfani Hendri <sup>a</sup>, Titik Rosnani <sup>a</sup> and Nur Afifah <sup>a</sup>

<sup>a</sup> Department of Management, Faculty of Economics and Business, Universitas Tanjungpura, Pontianak Tenggara, 78124 Kota Pontianak, Kalimantan Barat, Indonesia; [b2042202025@student.untan.ac.id](mailto:b2042202025@student.untan.ac.id) (G.G.), [muhammad.irfani@ekonomi.untan.ac.id](mailto:muhammad.irfani@ekonomi.untan.ac.id) (M.I.H.), [titik.rosnani@ekonomi.untan.ac.id](mailto:titik.rosnani@ekonomi.untan.ac.id) (T.R.), [nur.afifah@ekonomi.untan.ac.id](mailto:nur.afifah@ekonomi.untan.ac.id) (N.A.)

\* Correspondence: [ilzar.daud@ekonomi.untan.ac.id](mailto:ilzar.daud@ekonomi.untan.ac.id) (I.D.)

**Citations:** Daud, I., Guntur, G., Hendri, M.I., Rosnani, T. & Afifah, N. (2023). Analyzing the Mediating Role of Job Burnout between Work-Life Balance and Job Satisfaction. *Frontiers in Business and Economics*, 2(3), 126-132.

Received: 25 July 2023

Accepted: 6 December 2023

Published: 31 December 2023

**Abstract:** Nowadays, the banking industry is one of the catalysts for a country's economic growth as a financial intermediary between parties. One of the banking activities is to collect funds from the public, commonly known as funding. The funds were collected from people who have excess funds by offering various types of savings or savings products. In addition, banks also connect the funds to the public through lending or other forms to improve people's living standards. A bank's success in seeking funds and distributing loans (lending) is generally determined by the quality of human resources. Thus, this study determines the mediating role of job burnout in the relationship between work-life balance and job satisfaction. The study is designed using a quantitative approach through a survey questionnaire. A total of 100 employees of Bank 'X' participated across West Kalimantan and Jakarta. The data was analyzed using Structural Equation Modeling - Partial Least Square (SEMPLS). The result indicates that work-life balance significantly affects employee job satisfaction. Also, job burnout affected employee job satisfaction. However, this study found that job burnout does not mediate the relationship between work-life balance and job satisfaction. This study concludes that job burnout does not mediate the relationship between work-life balance and job satisfaction. Still, work-life balance and job burnout have been proven to predict job satisfaction.

**Keywords:** Work-life balance; Job burnout; Job satisfaction.



Copyright: © 2022-2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

### 1. Introduction

The banking industry is one of the catalysts for a country's economic growth, especially if it is seen that banks function as intermediary tools or financial intermediaries between parties who have excess funds and those who need funds, as well as institutions that function to facilitate payment traffic (Suhaimi et al., 2010). One of the activities of banking is to collect funds from the public, commonly known as funding. The funds were collected from people who have excess funds by offering various types of savings or savings products. In addition, banks also connect the funds to the public through lending or other forms to improve people's living standards. A bank's success in seeking funds and distributing loans (lending) is generally determined by many resources. Human resources play the most dominant role in supporting the company (Pangemanan et al., 2017). It seems difficult for a company to operate smoothly and

achieve targets if employees cannot properly execute their duties and functions. Creating and maintaining employee job satisfaction is important for the company's sustainability because satisfied employees positively influence the company by increasing efficiency and productivity (Kanwar et al., 2009). For years, the belief that satisfied employees are more productive than dissatisfied employees has become a basic belief for company leaders. Various studies have tried to prove it (Robbins et al., 2015). Job satisfaction is often shown by how employees like the work and the level of pleasure in carrying out work. Generally, it can be stated that job satisfaction is a sense of comfort and positive relationships between fellow employees (Bakotic & Babic, 2013). People who express high satisfaction in their work tend to be more productive, have high involvement, and are less likely to resign than employees who feel less satisfied (Sowmya, 2011).

In a survey conducted by JobStreet (2014), 73% of employees are dissatisfied with their jobs due to the incompatibility of existing jobs with their backgrounds. Other factors also contribute to this dissatisfaction because the employees think they do not have career paths and work-life balance. In addition, they comment that they have superiors with military leadership, paternalism, and laissez-faire. As a broad concept, work-life balance involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other (Singh & Khanna, 2011). When employees are given control to manage potential conflicts between demands outside and within work, job satisfaction can increase (Malik et al., 2010). Thus, Pangemanan et al. (2017) recommend organizations support employees in reducing stress and improving work-life balance. They state that work-life balance affects employee job satisfaction. Maslach & Jackson (2013) state that one of the factors that cause job burnout is a feeling of dissatisfaction with oneself, as well as with work. In order to achieve employee job satisfaction, one of the challenges in the field of human resources is reducing burnout. Burnout is a common fatigue that develops when a person experiences too much pressure and too few sources of satisfaction simultaneously (Zikmund et al., 2013). Schermerhorn Jr & Bachrach (2023) explain that it is indicated by a loss of interest and satisfaction with work due to stressful working conditions. When a person experiences burnout, they feel emotionally and physically exhausted and thus unable to handle the responsibilities and job opportunities positively (Anwar & Nursaimatussaddiya, 2023; Dewi & Purba, 2023).

## 2. Literature Review

### 2.1. Work-life Balance and Job Burnout

It is undeniable that employee work-life balance is very important. However, if problems in one's personal life cannot be overcome and family support is absent, stress is prone to come. If this issue is neglected in the long term, it will result in burnout (Limbong et al., 2020). Many scholars believe the work-life balance variable significantly negatively affects burnout (Limbong et al., 2020; Tavassoli & Sunyer, 2020). Thus, the hypothesis is formulated as follows:

Hypothesis 1: Work-life balance has a significant effect on burnout.

### 2.2. Job burnout and Job Satisfaction

Burnout is a psychological syndrome that originates from a sense of physical, mental, and emotional exhaustion. This feeling can disturb a person and cause a decrease in individual achievement (Yuwati et al., 2021). On the other hand, job satisfaction can be defined as a person's feelings towards his work. A person will feel satisfied if there is a match between abilities and the work at hand (Nurhasnawati & Subhan, 2018). Prianto & Bachtiar (2020) and Kanwar et al. (2009) also confirmed the relationship between burnout variables and job satisfaction. They agreed that there is a relationship between burnout and job satisfaction. However, the claim differs from that of Pangemanan et al. (2017), who found that burnout does not affect job satisfaction. Thus, the hypothesis is formulated as follows:

Hypothesis 2: Burnout has a significant effect on job satisfaction.

### 2.3. Work-life Balance and Job Satisfaction

As a broad concept, work-life balance involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other (Singh & Khanna, 2011). When employees are given control to manage potential conflicts between demands outside and within work, job satisfaction can increase (Malik et al., 2010). The relationship between work-life balance variables that affect job satisfaction is shown by various studies (Dousin et al., 2019; Ghali-Zinoubi et al., 2021; Kanwar et al., 2009; Pangemanan et al., 2017; Tavassoli & Sunyer, 2020). The studies uniformly discovered that work-life balance affects job satisfaction. Thus, the hypothesis is formulated as follows:

Hypothesis 3: Work-life balance has a significant effect on job satisfaction.

## 2.4. Work-life Balance and Job Satisfaction through Job Burnout

According to [Malik et al. \(2010\)](#), job satisfaction can increase when employees are given control to manage potential conflicts between job demands. Therefore, companies must not only direct employees to work well. Rather, they must also have a life outside of work that must be considered, such as family, social community, studies and other commitments. It is important to note that burnout not only harms individuals, such as depression, feelings of failure, fatigue, and loss of motivation, but also impacts the organization in ways such as absenteeism, turnover, and reduced work productivity. When the employee's burnout level is low, it will create high job satisfaction. The research results by [Pangemanan et al. \(2017\)](#) show that work-life balance positively and significantly impacts job satisfaction. High work demands make employees lose time to rest and relax. It can cause stress and depression, which eventually will have a bad impact on the work ([Lucal, 2005](#)). Thus, the hypothesis is formulated as follows:

Hypothesis 4: Work-life balance influences job satisfaction through burnout.

## 2.5. Research Framework

In contemporary scholarly discourse, a prevailing belief among researchers asserts that the variable of work-life balance exerts a significant negative impact on burnout. Burnout, as a psychological syndrome, emerges from a profound sense of physical, mental, and emotional exhaustion, leading to disruptions in personal well-being and diminished individual achievement. Numerous studies have concurred on the intricate relationship between burnout and job satisfaction, emphasizing the pivotal role that work-life balance plays in this dynamic. Recognizing work-life balance as a multifaceted concept entails balancing career aspirations and ambitions and the pursuit of happiness, leisure, family, and spiritual development. The interconnectedness of work-life balance variables with job satisfaction underscores the need for a comprehensive understanding of these dynamics. Scholars have increasingly recognized the relevance of investigating how the equilibrium between professional and personal domains influences an individual's satisfaction in their occupational role. As we delve into this research framework, exploring the nuanced intricacies of the relationship between work-life balance and job satisfaction becomes imperative, aiming to contribute valuable insights that inform strategies for enhancing employee well-being and organizational effectiveness.

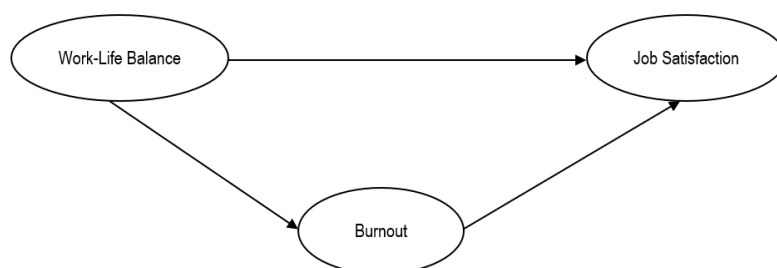


Figure 1. Research Framework

## 3. Materials and Methods

In pursuing a rigorous investigative approach, this study adopts a quantitative design employing an explanatory method and survey techniques. The focal point of the research encompasses 576 employees operating within the business unit of Bank 'X,' spanning West Kalimantan and Jakarta. To ensure a representative sample, the study employed a probability sampling technique. The selection of samples, guided by statistical rigour, involved the utilization of the Slovin formula in determining the sample quantity. With a specified margin of error set at 5%, a total of 100 samples were selected for in-depth examination. Subsequently, the amassed data from the chosen sample underwent meticulous analysis using Structural Equation Modeling (SEM), facilitated by the SmartPLS-23 software. In executing this methodological framework, the study aims to comprehensively explore and decipher the intricate relationships within the context of employee dynamics at Bank 'X.' The geographical diversity of the sample, spanning regions in West Kalimantan and Jakarta, further enhances the study's applicability and relevance. The precision in sample selection and the utilization of advanced statistical tools like SmartPLS-23 underscore the commitment to robust data analysis, fostering a nuanced understanding of the intricate variables under examination.

## 4. Results

### 4.1. Construct Validity and Reliability

Validity refers to the level of accuracy achieved by an indicator when assessing something. The level of accuracy is achieved by an indicator, assessing something, or the accuracy of the measurement of what should be measured.

Meanwhile, the validity test is intended to ensure how well a concept measuring instrument should be measured. The basis for the decision is to compare the results of outer loading > 0.5. The results of the validity test are presented in Table 1 below:

**Table 1.** Result of Construct Validity and Reliability

Variable(s)	Indicator(s)	Outer Loading	CR	AVE
Work-Life Balance	WLB.1	0.811	0.935	0.686
	WLB.2	0.753		
	WLB.3	0.798		
	WLB.4	0.737		
	WLB.5	0.782		
	WLB.6	0.883		
	WLB.7	0.871		
	WLB.8	0.926		
	WLB.9	0.872		
Job Burnout	BO.1	0.806	0.954	0.678
	BO.2	0.798		
	BO.3	0.873		
	BO.4	0.896		
	BO.5	0.607		
	BO.6	0.758		
	BO.7	0.777		
	BO.8	0.874		
	BO.9	0.904		
	BO.10	0.897		
Job Satisfaction	JS.2	0.635	0.940	0.710
	JS.3	0.897		
	JS.4	0.859		
	JS.5	0.952		
	JS.6	0.918		
	JS.7	0.826		
	JS.8	0.795		
	JS.9	0.775		
	JS.10	0.885		

Also, the variables have good explanatory power if the coefficient of determination is higher than 0.50 or close to 1. The results of the R-Square are shown in Table 2.

**Table 2.** Result of Coefficient of Determination (R-Square)

Variable(s)	R -Square	Adjusted R-Square
Job Burnout	0.825	0.821
Job satisfaction	0.726	0.718

Table 2 displays the result of the coefficient of determination (R-Square). The R-square value pertaining to the burnout variable registered at 0.825, signifying that 82.5% of the variability in burnout can be attributed to the combined influence of work-life balance and intrinsic motivation variables. This statistical insight highlights the substantial impact of these factors on the manifestation of burnout. Subsequently, the R-square value corresponding to the job satisfaction variable yielded a result of 0.726. This finding implies that work-life balance, intrinsic motivation, and burnout collectively account for 72.6% of the variance in job satisfaction. These values underscore the interconnected nature of these variables and elucidate the significant contribution of work-life balance, intrinsic motivation, and burnout in shaping burnout and job satisfaction levels among individuals.

## 4.2. Hypothesis Testing

A comparison was made using the t-table value with the t-statistic value to analyze the direct effect. The direct effect analysis is presented in Table 3 below:

**Table 3.** Result of Hypothesis Testing for Direct Effect

Path Analysis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Conclusion
Work-life Balance → Job Burnout	-0.118	0.008	0.036	3.277	0.000	Accepted
Job Burnout → Job Satisfaction	-0.476	-0.484	0.117	4.152	0.000	Accepted
Work-life Balance → Job Satisfaction	0.053	0.013	0.015	3.533	0.000	Accepted

Table 3 shows the result of hypothesis testing for direct effect. The result indicates that work-life balance negatively and significantly affects job burnout. The regression coefficient of work-life balance is -0.118, std. Dev is 0.036, t-stat is as much as 3.277, and sig. 0.000 or  $p < 0.01$ . It means that by assuming an increase in work-life balance, 1 percent and job burnout would be decreased as much as 11.8 percent. Also, job burnout negatively and significantly affects job satisfaction. The regression coefficient of job burnout is -0.476, std. Dev is 0.117, t-stat is as much as 4.152, and sig. 0.000 or  $p < 0.01$ . It means that by assuming an increase in job burnout, 1 percent and job satisfaction would be decreased as much as 47.6 percent. Besides that, this study found that work-life balance positively and significantly affects job satisfaction. The regression coefficient of work-life balance is 0.053, std. Dev is 0.015, t-stat is as much as 3.533, and sig. 0.000 or  $p < 0.01$ . It means that by assuming an increase in work-life balance, 1 percent and job satisfaction would be increased as much as 5.3 percent. The indirect effect analysis relates to the mediating variable, which shows the relationship between the independent and the dependent variables through the mediating variable. The indirect effect analysis is presented in Table 4 below:

**Table 4.** Result of Hypothesis Testing for Indirect Effect

Path Analysis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Decision
Work-Life Balance → Job Burnout → Job Satisfaction	0.056	-0.005	0.069	0.834	0.305	Rejected

Table 4 indicates that work-life balance does not affect job satisfaction, with burnout as an intervening variable because the p-value (0.305) is greater than 0.05.

## 5. Discussion

### 5.1. The Effect of Work-Life Balance on Burnout

This study found that work-life balance affected burnout with a significance of 0.005 less than 0.05. This shows that work-life balance is one of the factors that can cause employee burnout in the business unit at Bank 'X'. The results of this study supported the research conducted by earlier scholars, [Van Dijk et al. \(2010\)](#) and [Tavassoli & Sunyer \(2020\)](#), who claimed that work-life balance significantly affected employee burnout.

### 5.2. The Effect of Burnout on Job Satisfaction

The study confirmed that burnout significantly negatively affected job satisfaction with a p-value of 0.000, where 0.000 was smaller than 0.05. According to [Maslach & Leiter \(2005\)](#), one of the effects of burnout is lost enthusiasm, a condition where a worker begins to lose enthusiasm or desire to work. All things related to work become unpleasant. This study's results align with research conducted by [Kanwar et al. \(2009\)](#).

### 5.3. The Effect of Work-Life Balance on Job Satisfaction

This study found that work-life balance influenced job satisfaction, with a significant value of 0.003. This value is smaller than 0.05, which shows that work-life balance is a factor that affects the job satisfaction of business unit



employees at Bank 'X'. Plenty of research has interestingly reported similar results claiming that work-life balance affects job satisfaction (Dousin et al., 2019; Ghali-Zinoubi et al., 2021; Kanwar et al., 2009; Pangemanan et al., 2017; Tavassoli & Sunyer, 2020).

#### 5.4. Effect of Work-Life Balance on Job Satisfaction through Burnout

This study indicates that burnout could not mediate the effect of work-life balance on job satisfaction because the p-value of 0.307 was greater than 0.05. In this research, the work-life balance did not affect burnout, but burnout significantly affected job satisfaction. Au et al. (2011) posit that work-life balance is a broad concept that involves setting the right priorities between “work” (career and ambition) on the one hand and “life” (happiness, leisure, family, and spiritual development) on the other. Another consideration in job satisfaction is maintaining a state of emotional exhaustion, commonly known as burnout. High work demands make employees lose time to rest and relax. This can cause stress and depression, which eventually will have a bad impact on the work itself (Wharton, 2009).

## 6. Conclusions

This study examines the impact of work-life balance and burnout on job satisfaction among employees in the business unit of Bank 'X.' Firstly, the research establishes a statistical relationship, demonstrating that work-life balance significantly affects the level of burnout experienced by business unit employees at Bank 'X.' Furthermore, statistical analyses confirm that burnout plays a significant role in influencing the job satisfaction of these employees. Additionally, the study reveals a statistical connection indicating that work-life balance directly affects the job satisfaction of business unit employees at Bank 'X.' Notably, the findings also unveil that burnout does not mediate the relationship between work-life balance and job satisfaction for these employees, as evidenced by statistical analysis.

**Author Contributions:** Conceptualization, I.D. and G.G.; methodology, I.D.; software, I.D.; validation, G.G., M.I.H., T.S. and N.A.; formal analysis, I.D.; investigation, I.D.; resources, I.D.; data curation, G.G., M.I.H., T.S. and N.A.; writing—original draft preparation, I.D. and G.G.; writing—review and editing, I.D., G.G., M.I.H., T.S. and N.A.; visualization, I.D.; supervision, I.D.; project administration, I.D.; funding acquisition, I.D. All authors have read and agreed to the published version of the manuscript.

**Funding:** This research received no external funding.

**Institutional Review Board Statement:** Not applicable.

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** Not applicable.

**Acknowledgments:** The authors would like to thank the Dean of the Faculty of Economics and Business and the Head of the Management Department, Universitas Tanjungpura, Pontianak, Indonesia, for supporting this research and publication. We also thank the reviewers for their constructive comments and suggestions.

**Conflicts of Interest:** The authors declare no conflict of interest.

## References

- Anwar, Y., & Nursaimatussaddiya, N. (2023). Relationship between Social Capital and Digital Competence in Indonesia Senior High School Population. *Global Journal of Business, Economics & Social Development*, 1(2), 78–84. <https://doi.org/10.56225/gjbesd.v1i2.10>
- Au, K., Singh, M. K., Bodukam, V., Bae, S., Maranian, P., Ogawa, R., Spiegel, B., McMahon, M., Hahn, B., & Khanna, D. (2011). Atherosclerosis in systemic sclerosis: A systematic review and meta-analysis. *Arthritis & Rheumatism*, 63(7), 2078–2090. <https://doi.org/10.1002/art.30380>
- Bakotic, D., & Babic, T. (2013). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International Journal of Business and Social Science*, 4(2), 206–213.
- Dewi, K. V., & Purba, R. (2023). Determining the Effect of Wage on Employee Satisfaction through Work Environment: A Case Study of Cooperative Office of PRIMKOPPOL, Tebing Tinggi, Indonesia. *Global Journal of Business, Economics & Social Development*, 1(1), 54–63. <https://doi.org/10.56225/gjbesd.v1i1.8>
- Dousin, O., Collins, N., & Kler, B. K. (2019). Work-Life Balance, Employee Job Performance and Satisfaction Among Doctors and Nurses in Malaysia. *International Journal of Human Resource Studies*, 9(4), 306–319. <https://doi.org/10.5296/ijhrs.v9i4.15697>
- Ghali-Zinoubi, Z., Amari, A., & Jaoua, F. (2021). E-Learning in Era of COVID-19 Pandemic: Impact of Flexible Working Arrangements on Work Pressure, Work–Life Conflict and Academics' Satisfaction. *Vision: The Journal of Business Perspective*, 13(7), 1–12. <https://doi.org/10.1177/09722629211054238>

- Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009). Work—Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry. *Vision: The Journal of Business Perspective*, 13(2), 1–12. <https://doi.org/10.1177/097226290901300201>
- Limpong, T., Muttaqin, M., Iskandar, A., Windarto, A. P., Simarmata, J., Mesran, M., Sulaiman, O. K., Siregar, D., Nofriansyah, D., & Napitupulu, D. (2020). *Sistem Pendukung Keputusan: Metode & Implementasi*. Yayasan Kita Menulis.
- Lucal, B. (2005). Book Review: The Sociology of Gender: An Introduction to Theory and Research. *Teaching Sociology*, 33(2), 221–222. <https://doi.org/10.1177/0092055X0503300209>
- Malik, M. I., Gomez, S. F., Ahmad, M., & Saif, M. I. (2010). Examining the relationship of work life balance, job satisfaction and turnover in Pakistan. *OIDA International Journal of Sustainable Development*, 2(01), 27–33.
- Maslach, C., & Jackson, S. E. (2013). A social psychological analysis. *Social Psychology of Health and Illness*, 227(1), 3–251.
- Maslach, C., & Leiter, M. P. (2005). Reversing burnout. *Stanford Social Innovation Review*, 34(4), 43–49.
- Nurhasnawati, N., & Subhan, M. (2018). Pengaruh antara Iklim Organisasi dan Kepuasan Kerja dengan Organizational Citizenship Behaviour Pada Guru MIN Se Kota Pekanbaru. *Indonesian Journal of Islamic Educational Management*, 1(2), 96. <https://doi.org/10.24014/ijiem.v1i2.6649>
- Pangemanan, F. L., Pio, R. J., & Tumbel, T. M. (2017). Pengaruh work-life balance dan burnout terhadap kepuasan kerja. *Jurnal Administrasi Bisnis (JAB)*, 5(3), 1–8.
- Prianto, J. S., & Bachtiar, A. C. (2020). Hubungan Kejenuhan Kerja (Burnout) dengan Kepuasan Kerja Pustakawan Direktorat Perpustakaan Universitas Islam Indonesia. *Fihris: Jurnal Ilmu Perpustakaan Dan Informasi*, 15(2), 131. <https://doi.org/10.14421/fhrs.2020.152.131-144>
- Robbins, S. P., Judge, T. A., & Millett, B. (2015). *OB: the essentials*. Pearson Higher Education AU.
- Schermerhorn Jr, J. R., & Bachrach, D. G. (2023). *Management*. John Wiley & Sons.
- Singh, P., & Khanna, P. (2011). Work-life balance a tool for increased employee productivity and retention. *Lachoo Management Journal*, 2(2), 188–206.
- Sowmya, K. R. (2011). Factors influencing organizational commitment of banking sector employees. *Journal of Economics and Behavioral Studies*, 1(1), 19–25. <https://doi.org/10.22610/jebs.v1i1.217>
- Suhaimi, R., Abdullah, F., & Saban, G. (2010). Factors affecting profit efficiency of commercial banks in Malaysia. *2010 International Conference on Science and Social Research (CSSR 2010)*, 1059–1064. <https://doi.org/10.1109/CSSR.2010.5773688>
- Tavassoli, T., & Sunyer, A. (2020). Employee work-life balance, satisfaction and burnout in Iran and Spain. *Humanities & Social Sciences Reviews*, 8(3), 779–791. <https://doi.org/10.18510/hssr.2020.8384>
- Van Dijk, K. R. A., Hedden, T., Venkataraman, A., Evans, K. C., Lazar, S. W., & Buckner, R. L. (2010). Intrinsic Functional Connectivity As a Tool For Human Connectomics: Theory, Properties, and Optimization. *Journal of Neurophysiology*, 103(1), 297–321. <https://doi.org/10.1152/jn.00783.2009>
- Wharton, A. S. (2009). *The sociology of gender: An introduction to theory and research*. John Wiley & Sons.
- Yuwati, T. W., Rachmanadi, D., Turjaman, M., Indrajaya, Y., Nugroho, H. Y. S. H., Qirom, M. A., Narendra, B. H., Winarno, B., Lestari, S., & Santosa, P. B. (2021). Restoration of degraded tropical peatland in Indonesia: A review. *Land*, 10(11), 1170.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage learning.