

The Relationship Between Work Family Conflict and Internal Locus of Control With Retail Employee Burnout

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ARTICLE INFO	ABSTRACT
<p>Keywords: Work Family Conflict; Internal Locus of Control; Burnout of retail employees.</p>	<p><i>This study aims to prove the relationship between work family conflict and internal locus of control with burnout of retail employees. The subjects of this study were 180 retail employees who were experiencing burnout. The approach used in the study was a quantitative approach with a data collection method using a scale that had been tested for validity and reliability. Data analysis was carried out using a multiple linear regression analysis correlation test. The measuring instruments used were the burnout scale, the work family conflict scale and the internal locus of control scale. The results showed that there was a correlation between work family conflict and internal locus of control with burnout of retail employees. Work family conflict showed a positive and significant correlation with burnout of retail employees, while internal locus of control showed a negative and significant correlation with burnout of retail employees. The results showed that work family conflict can increase the level of burnout of retail employees while internal locus of control can minimize the level of burnout of retail employees.</i></p>

INTRODUCTION

In the 20th century, globalization and innovation in information technology brought major changes in the retail industry. The retail industry is defined as a sector that sells products and services that have been given added value in order to meet the needs of individuals, families, or other end users. The products traded mainly include daily necessities, such as basic food and household goods (Sholihah et al., 2008).

International retail chains such as Walmart founded in 1962 and Carrefour founded in 1958 became global leaders in the retail sector by opening stores in various countries (Livingston et al., 2024). According to (Garriga, 2024) the retail sector is one of the largest sectors of the Spanish economy in terms of business volume and employment. Data shows that 12.7% of the total workforce in Spain is employed in the retail sector, providing employment for more than 2.2 million people in Spain, representing 9.4% of the active population (Molés et al., 2024).

In Indonesia, the development of the retail industry began in the 1980s with the presence of supermarkets and minimarkets. The first modern store in Indonesia was pioneered by Hero Supermarket in 1971 (Stalińska, 2020). According to the Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2024) in a press release, the retail industry in Indonesia contributes significantly to the national Gross Domestic Product (GDP), and absorbs a lot of workers in various positions, from sales staff to managers. This condition makes the retail industry one of the important pillars of the Indonesian economy. In July 2024, retail sales in Indonesia increased by 4.50% compared to the same month in the previous year (tradingeconomics.com, 2024). As a developing country, the growth of the retail industry in Indonesia is influenced by people's purchasing power, increasing population, and people's needs for consumer products (Sholihah et al., 2008). (Vinciguerra et al., 2024) also stated that the retail sector in Indonesia has experienced significant growth in Asia, contributing more than 10% to the country's Gross Domestic Product (GDP). With a large population of more than 270 million people, and an increasing middle class with increasingly strong purchasing power, the retail market in Indonesia has great potential to continue to grow. In addition, the more consumptive shopping habits of the millennial generation also strengthen this market (Rahmawati et al., 2022). In recent years, the value of retail sales in Indonesia has reached more than 100 billion US dollars and is expected to continue to increase to around 243 billion US dollars in 2026 (Pusparini et al., 2024).

Having an important role in supporting the economy, the retail sector faces various challenges that affect company performance and employee welfare (Muchammad et al., 2024). The characteristics of the retail industry that is oriented towards customer service and facing tight competition cause high pressure for workers (Talunohi

et al., 2023). Retail employees are often faced with long working hours, often working in a shift system, which can include nights, weekends, and holidays (Marzuki et al., 2024). (Kusumaningrum, 2024) also explains that the average retail business has long working days and does not recognize holidays. For example, shopping centers such as supermarkets and department stores are usually open 13 to 15 hours a day, and 7 days a week. In fact, many minimarkets are open 24 hours a day. In addition, employees in the retail world have demands to meet targets set by management (Al Risma et al., 2024). In addition, retail employees often experience pressure from managers and customers, which can have an impact on mental health, such as negative attitudes from customers can erode retail employees' self-confidence, a stressful sales environment and high expectations can make retail employees feel stressed (bussinestalk.com, 2023). This is exacerbated by the low level of employee wages, namely the average salary for store employees in Indonesia is around IDR 2,705,996 per month (Li et al., 2024).

The situation of retail employees who have long working hours, high workloads, and low employee wages can currently cause employees to experience stress and be at high risk of (Ginaldi et al., 2024). George 2023 said that there are 12 jobs that are most vulnerable to burnout, namely; health workers, emergency service personnel, social workers, legal professionals, customer service representatives, information technology (IT) professionals, journalists, financial professionals, agricultural workers, aviation and travel industry staff, and retail employees. (Molés et al., 2024) stated that burnout is characterized as a disease that is typical of employees who work in professions that deal directly with customers. Burnout not only affects employees, but also affects the overall performance of the company. Employees who experience burnout tend to experience decreased productivity, make more mistakes, and provide less than optimal service to customers. This can damage the company's reputation and reduce customer satisfaction (Ridwan & Mulyani, 2023). (Kim et al., 2017) also stated that someone who works as a salesperson such as a retail employee often experiences emotional stress, demeaning customer behavior, and lack of managerial support.

According to a survey conducted in America, around 46% of employees reported that excessive workload was the main cause of stress and 1 in 5 employees experienced burnout. In Indonesia, a survey showed that around 64% of employees experienced increased fatigue due to work and around 20% of employees believed that psychological exhaustion was the main reason for employee absences under the pretext of illness (Cahyani et al., 2020).

(Maharja, 2015) reported that around 20% of workers experience symptoms of work fatigue which include decreased performance, motivation, and mental and physical activity. (Rokhati et al., 2023) conducted a study at a company in Indonesia showing that workers who experience fatigue often complain of headaches, back pain, dizziness, and stiffness in the shoulders.

Burnout is a condition of physical, emotional, and mental exhaustion that arises from long-term work involvement in demanding situations and occurs when individuals feel that the demands of the job are much greater than the resources available to cope (Fiorillo & Gorwood, 2020; Fitriano & Ferina, 2021; Skovholt & Trotter-Mathison, 2016; Yang et al., 2021). Research by (Wells, 2020) shows that more than half of retail employees are on the verge of burnout, with 74% of retail employees identifying work as the main cause of their stress. The impact of work stress is not only felt in a physical context, but also mentally Wells, 2020. As many as 51% of workers experience sleep disorders, 43% admit to having negative thoughts, and 41% feel physically exhausted. Pressure from managers (31%), high customer demands (28%), and long workloads and working hours (28%) are some of the main causes of stress experienced by (Karanikas et al., 2023). In accordance with the education of the Ministry of Health of the Republic of Indonesia which states that the main causes of work fatigue include low quality and quantity of sleep, excessive physical and mental activity in the workplace, monotonous work, poor physical conditions of the work environment (such as lighting, work climate, and noise), and high workload kemenkes.go.id, 2024.

According to data from (Juliana et al., 2021), the turnover rate in the retail industry in Indonesia reached 16.9%, much higher than other industries. The high turnover rate indicates chronic fatigue, both physically and mentally, among retail workers, caused by various factors, including inadequate working conditions, job insecurity, and minimal career development prospects (Oley et al., 2023) In accordance with (Sosonev, 2024) who stated that burnout is one of the factors that influences employee turnover intentions, which will have an impact on increasing recruitment and training costs, as well as decreasing the company's operational efficiency. In addition, factors such as company policies that require employees to be responsible for the loss of goods in stores without regard to the employee's personal life conditions, even though they are part of the employment contract, add to the mental burden on employees and increase the risk of burnout (IDN Times, 2024). According to (Eliyana et al., 2016), burnout is also influenced by three main factors, namely demographic factors (such as gender, age, education level, length of service, and marital status), personal factors (including work stress, workload, and personality type), and organizational factors (such as working conditions and social support). According to research conducted by (Isenhardt et al., 2019), another factor that increases burnout is conflict between roles in work-family. Work-family conflict (or work -life conflict) is one of the important sources of work stress among various retail companies (Kalinienė et al., 2021). The main causes are high job demands, long and unpredictable working hours, short and split shifts, and the need to do several jobs to earn a living (Zeytinoglu et al., 2005)

(Reindl et al., 2021) stated that work-family conflict is one of the factors causing burnout and showed that conflict between work and family exacerbates feelings of fatigue and emotional exhaustion, both of which are major components of burnout. Work-family conflict is a form of role conflict in which demands from work and family cannot be aligned or balanced simultaneously (Frone, 2000). Work-family conflict can cause stress, tension, and dissatisfaction in both work and family life (Diana et al., 2021) (Wang et al., 2024) study stated that work-family conflict affects burnout with 34.6% of respondents having a high or very high workload, and 12.8% of respondents having high or very high work-family conflict.

(Diah, Tenri TA and Pratiwi, 2024) stated that women are more susceptible to burnout than men, with a rate of 32% compared to 28%. More than half of women in leadership positions feel constantly tired, and employees who also care for young children are more likely to experience burnout. A study found that 68% of working mothers experience burnout compared to 42% of working fathers (taraschwegler.com, 2024).

According to the transactional stress model theory of (Lazarus & Folkman, 1984) states that stress is the result of interaction between individuals and their environment, where the situation is assessed by the individual as something that exceeds the ability to deal with it or is considered a threat to health and well-being. When an individual is aware of a stressor that causes stress, the individual will do an appraisal and coping on how to overcome it (A. L. Gaol et al., 2016).

One of the personality characteristics of Locus of control is considered good in controlling burnout. Research from (Sihombing et al., 2024) states that there is a relationship between Locus of control and burnout, most of which respondents have an internal Locus of control. According to (Lefcourt, 1991) Individuals with an internal locus of control tend to feel they have control over events in life that can affect how they deal with stress and manage work and family demands. (Triwijayanti et al., 2016) also stated that individuals who have an internal locus of control are better able to maintain psychological well-being when faced with high work stress and are more resilient to burnout because they believe they can influence outcomes through their own efforts. Locus of control is divided into two types, namely internal and external (Davidson et al., 1997). Individuals with an internal locus of control are better able to maintain their psychological well-being when faced with high work stress, because individuals believe that the outcome of the situation is largely influenced by their own actions and decisions (Haybatollahi & Gyekye, 2014).

While existing studies have explored various factors contributing to employee burnout, the specific relationship between work-family conflict, internal locus of control, and burnout in the retail industry remains under-explored. Most studies on burnout have concentrated on general job stressors or broader sectors, with limited attention given to how these factors uniquely impact retail employees who face unique work schedules, customer demands, and the pressures of balancing work and family life. This research fills this gap by specifically focusing on retail employees in Indonesia and examining how work-family conflict and internal locus of control correlate with burnout in this particular workforce.

This study introduces a novel approach by investigating the combined influence of work-family conflict and internal locus of control on burnout levels among retail employees. While prior research has studied these factors separately, few have considered their interaction within the context of the retail sector, especially in Indonesia where the retail industry is rapidly growing. By integrating these two psychological factors, the study offers a more nuanced understanding of how individual personality traits and external stressors can influence employee well-being and productivity, providing new insights for both academia and industry practice.

The findings of this study provide valuable insights for both organizational managers and policymakers in the retail industry. By highlighting the role of work-family conflict and internal locus of control in reducing burnout, this research can inform employee welfare programs, training, and management strategies aimed at improving work-life balance. Moreover, the results offer actionable recommendations for reducing burnout, which could ultimately lead to improved employee performance, lower turnover rates, and enhanced customer service quality in the retail sector.

The purpose of this study was to examine the relationship between work-family conflict and internal locus of control with burnout levels in retail employees. This study specifically aims to determine the extent to which work-family conflict affects burnout, and how internal locus of control plays a role in reducing or increasing the risk of burnout in the work environment. The benefits of this study are expected to broaden the understanding of the interrelated relationships between work-family conflict, internal locus of control, and burnout. By integrating these concepts, this study is expected to provide a significant contribution to the development of science and understanding in the field of industrial and organizational psychology.

METHOD

According to (Kesuma & Shahab, 2024) Population is the entire object of research consisting of humans, objects, animals, plants, symptoms, test scores, or events as a source of data that has certain characteristics in a study. The population in this study is all employees who work in the retail industry sector whose number is unlimited or unknown with certainty. Unlimited Population or infinite population is a data source whose boundaries cannot be determined, so it cannot be expressed in quantitative form (Hoh et al., 2023).

According to (Kesuma & Shahab, 2024) a sample is a portion of a population taken using a sampling technique, where the population is part of the number of characteristics possessed by the population. The sampling technique used is Incidental Sampling, which is a sampling technique based on coincidence, namely anyone who accidentally meets the researcher can be used as a sample, if the person who was met by chance is considered suitable as a data source (Hoh et al., 2023). The respondent criteria used to be a sample are retail employees who are married or have families. The sample size of this study was determined using G-Power with an effect size assumption of 0.3 (medium), probability error 3% and power 0.97, a minimum sample size of 169 retail employees was obtained, but in the data collection process, 180 respondents were obtained because the distribution period lasted for two weeks.

RESULTS AND DISCUSSION

This study uses a quantitative correlational approach, where the data is analyzed using the Multiple Regression Analysis technique. This technique produces several outputs, including: Simultaneous Regression to test the first hypothesis, Partial Regression to test the second and third hypotheses, and produces the Regression Line Equation and Effective Contribution.

1. First Hypothesis

The first hypothesis in this study states that *work-family conflict* and *internal locus of control* are simultaneously correlated with *burnout*. The results of the hypothesis test show a calculated F value of 114.398 with a significance of 0.000 ($p < 0.01$). The very small significance value indicates that the hypothesis stating that *work-family conflict* and *internal locus of control* simultaneously have a significant correlation with *burnout* is accepted. This means that retail employees who are *burnt out* and have conflict between family and work can be minimized if employees believe that things that can cause *burnout* and *work-family conflict* are the result of their own actions and efforts, as well as how to overcome them. The complete results of the first hypothesis test can be seen in the following table.

Table 1 First Hypothesis Results

Model	F	P	Information
<i>Work-family conflict</i> and <i>Internal Locus of Control</i> with <i>Burnout</i>	114,398	0,000	Significant ($p < 0.01$) Hypothesis Accepted

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

2. Second Hypothesis

The second hypothesis in this study states that there is a positive correlation between *work-family conflict* and *burnout*. The results of the hypothesis test show a correlation value of 13.495 with a significance of 0.000 ($p < 0.01$). This very small significance value indicates that the hypothesis stating a positive correlation between *work-family conflict* and *burnout* is accepted. This shows that retail employees who experience conflict between work and family tend to experience increased levels of *burnout*. A positive correlation value indicates a unidirectional relationship, which means that the higher the level of conflict between work and family, the higher the level of *burnout* experienced by retail employees. The complete results of the second hypothesis test can be seen in the following table.

Table 2 Results of the Second Hypothesis Test

Model	t	P	Information
<i>Work-family conflict</i> with <i>Burnout</i>	13,495	0,000	Significant ($p < 0.01$) Hypothesis Accepted

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

3. Third Hypothesis

third hypothesis in this study states that there is a negative correlation between *internal locus of control* and *burnout*. The results of the hypothesis test showed a correlation value of -2.943 with a significance of 0.004 ($p < 0.01$). This very small significance value indicates that the hypothesis stating that there is a negative correlation between *internal locus of control* and *burnout* is accepted. This shows that retail employees who believe that things that happen in life are the result of their own actions and efforts, and how to deal with them, tend to be able to minimize the level of *burnout*. A negative correlation value indicates a non-unidirectional relationship, which means that the higher the level of *internal locus of control*, the lower the level of *burnout* experienced by retail employees. The complete results of the third hypothesis test can be seen in the following table.

Table 3. Results of the Third Hypothesis Test

Model	t	P	Information
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<i>Internal Locus of Control with Burnout</i>	-2,943	0.004	Significant (p<0.01) Hypothesis Accepted
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Source: Statistical Output of IBM SPSS Series 25 Program for Windows

4. Regression Line Equation

Based on the correlation scores obtained from each independent variable tested against the dependent variable, the following is the regression line equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 = 40.380 + 0.701 X_1 - 0.246 X_2$$

This means that if there is no *Work-family conflict* and *Internal Locus of Control*, then *Burnout* will be worth 40.380. The regression coefficient of 0.701 indicates that every additional 1 score on *Work-family conflict* will increase *Burnout* by 0.701. Meanwhile, the regression coefficient of -0.246 indicates that every additional 1 score on *Internal Locus of Control* will reduce *Burnout* by -0.246.

5. Effective Contribution of Each Variable

Effective contribution is used to measure the extent to which the independent variable influences the dependent variable. In this study, the calculation of effective contribution is done using the following formula:

$$SE(X) \% = (\beta X \times \text{Cross Product} \times R^2 / \text{Regression}) \times 100\%$$

Information:

- SE : Effective Contribution
- B : Regression Coefficient
- Cross Cross product : Cross product between variables Y and X
- R2 : Coefficient of determination
- Regression : Total variance explained by the regression model
- X : Independent Variable 1

The calculation results show that each independent variable makes an effective contribution to the dependent variable as presented in the following table:

Table 4 Effective Contribution of Each Variable X to Variable Y

Variables	SE	SE%	R ²
<i>Work-family conflict</i>	0.3590	35.90%	0.564 (56.4%)
<i>Internal Locus of Control</i>	0.0360	3.60%	

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

The data shows that *work-family conflict* gives an effective contribution of 0.3590, which means it contributes 35.90% to *Burnout*. Meanwhile, the effective contribution of *Internal Locus of Control* to *Burnout* is 0.0360, or equivalent to a contribution of 3.60%. Overall, the effective contribution of *Work-family conflict* and *Internal Locus of Control* on *Burnout* reached 0.564, which means that the two variables together contributed 56.4%.

6. Descriptive Analysis

Descriptive analysis in this study was carried out by comparing the empirical mean and theoretical mean values for each research variable, as follows:

Table 5 Empirical Mean and Theoretical Mean Values

Variables	Empirical Mean (ME)	Theoretical Mean (MT)	Information
<i>Burnout</i>	83.55	77	ME > MT
<i>Work-family conflict</i>	72.50	66.5	ME > MT
<i>Internal Locus of Control</i>	31.23	52.5	ME < MT

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

Based on the table, the empirical mean value for the *Burnout* variable is 83.55 and the theoretical mean value is 77, meaning that the empirical mean of the *Burnout* variable is greater than the theoretical mean value. This shows that the retail employees who are the subjects in this study are in a state of *Burnout*. The empirical mean value for the *Burnout* variable *Work-family conflict* is 72.50 and the theoretical mean value is 66.5, meaning that the empirical mean of the *Work-family conflict* variable is greater than the theoretical mean value. This shows that retail employees who are the subjects in this study have a conflict between work and family. The empirical mean value for the *Internal Locus of Control* variable of 31.23 and the theoretical mean value of 52.5, meaning that the empirical mean of the *Internal Locus of Control* variable is smaller than the theoretical mean value. This shows that not many retail employees who are subjects in this study have *Internal Locus of Control*.

Table 6 Descriptive Statistical Data

Variables	Mean	Median	Mode	St. Deviation
<i>Burnout</i>	83,55	84	79	89,1316
<i>Work-family conflict</i>	72,50	72	72	88,4093
<i>Internal Locus of Control</i>	31,23	31	30	54,9870

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

The results of data collection on 180 samples obtained an average score of the *burnout variable* of 83.55, a mean value of 84, a mode value of 79 and a st. Deviation of 89.13. The average score of the *work-family conflict variable* was 72.50, a mean value of 72, a mode value of 72 and a st. Deviation of 88.4. The average score of the *internal locus of control variable* is 31.23, the mean value is 31, the mode value is 39 and the st. Deviation is 54.98.

Data analysis also uses the hypothetical mean categorization formula. The formula is used to categorize the scores of *burnout variables*, *work-family conflict* and *internal locus of control*. Furthermore, the frequency of the score category is calculated as a percentage and then obtains the following results:

Table 7 Results of Categorization Norms

Category	<i>Burnout</i>		<i>Work Family Conflict</i>		<i>Internal Locus of Control</i>	
	ΣSubject	%	ΣSubject	%	ΣSubject	%
Low	21	11%	20	11%	29	16%
Currently	121	67 %	127	70%	141	71%
Tall	38	22%	33	19%	23	13%

Source: Statistical Output of IBM SPSS Series 25 Program for Windows

The data shows that generally retail employees who experience *burnout* are in the moderate category. The results of the data analysis show that there are 21 retail employees with low *burnout levels* (11%), 121 retail employees experience *burnout* in the moderate category (67%), and 38 retail employees experience *burnout* in the high category (22%). Then there are 20 retail employees experiencing *work family conflict* in the low category (11%), 127 retail employees experience *work family conflict* in the moderate category (70%), 33 retail employees experience *work family conflict* in the high category (19%). In addition, the data shows that there are 29 retail employees who have *internal locus of control* in the low category (16%), 141 retail employees have *internal locus of control* in the moderate category (71%), and 23 retail employees have *internal locus of control* in the high category (13%).

The results of the first hypothesis test of this study, which stated that *work-family conflict* and *internal locus of control* together have a significant correlation with *burnout*, were accepted. This shows that retail employees who can control the conflict between family and work and at the same time have the belief that it is the result of their own actions and efforts, then the employee can minimize the risk of *burnout*. This means that if retail employees can manage time for family and work and at the same time believe in their abilities, then employees can reduce the potential for chronic fatigue or *burnout* at work. Family problems can reduce productivity at work, especially when dealing with difficult customers, but if employees have the belief that they can complete their work by working hard, then employees can achieve targets even when working overtime for days.

Burnout is a feeling of prolonged fatigue, easy loss of concentration, and feelings of lack of self-confidence. (Luo et al., 2020) stated that *burnout* is related to things related to conflict between family and work, as well as related to *internal locus of control*. *Work-family conflict* occurs when the demands of work and family conflict, causing emotional stress and problems in balancing the two (Walker et al., 2021). *Internal locus of control* refers to an individual's belief that every success or failure is the result of one's own efforts and behavior (Faizah & Rahman, 2022). Whatever happens, such as fatigue at work, is considered a result of the individual's inability to manage time and oneself which can then trigger conflict in the family and inability to complete work, which is ultimately a consequence of the individual's behavior and decisions. Individuals with an *internal locus of control* tend to conduct self-evaluations which can then help reduce the risk of emotional exhaustion, mental exhaustion, physical exhaustion, or *burnout*.

In this study, the results of the empirical mean value *Burnout* variable is 83.55, which is greater than the theoretical mean value of 77, meaning that the retail employees who were the subjects in this study were in a state of *burnout*. with a medium category of 121 employees (67%) and with a high category of 38 employees (22%). Then the empirical mean value of the *work-family conflict variable* is 72.50, which is greater than the theoretical mean value of 66.5, meaning that retail employees who are the subjects of this study have a conflict between family and work in the medium category of 127 employees (70%) and in the high category of 33 employees (19%). In addition, the empirical mean value for the *Internal Locus of Control* variable of 31.23 is greater than the theoretical mean value of 52.5, meaning that the empirical mean of the *Internal Locus of Control variable* is smaller than the theoretical mean value, meaning that not many retail employees who were subjects in this study have an *Internal Locus of Control*. namely there are 23 retail employees who have *Internal Locus of Control* in the high category (13%). These results further strengthen the accepted hypothesis that *work-family conflict* will increase the *burnout conditions* of retail employees if employees do not have an *internal*

locus of control, especially *work-family conflict* and *internal locus of control*. has a fairly high influence on *burnout*, namely 56.4%. This is in line with the research of (Luo et al., 2020) which found that employees who have an *internal locus of control* show lower levels of *burnout even in high work-family conflict situations*.

The results of the second hypothesis test state that there is a positive correlation between *work-family conflict* and employee *burnout*, accepted. This shows that *work-family conflict* has a significant relationship with *burnout* in retail employees. The higher the level of *work-family conflict*, the higher the level of employee *burnout*. Family problems often make it difficult for employees to focus on work, this can trigger prolonged fatigue even when the store is quiet.

Retail employees are often vulnerable to *work-family conflict* (Molés et al., 2024). Employees often have to work shift work, including at night, weekends, or national holidays (Marzuki et al., 2024). In addition, retail employees are often required to interact directly with customers, complete sales targets, and handle customer complaints at the same time (Talunohi et al., 2023). This can disrupt family routines, creating an emotional burden, especially if the employee is the backbone of the family. (Lineuwih et al., 2023) stated that *work family conflict* has an influence in increasing *burnout*, the most dominant indicator of *work-family conflict in influencing burnout* is work demands that interfere with family life with a percentage of 27%. In this study, the results of the study also showed that the effective contribution score of *work-family conflict* was 35.9% to *burnout*. In addition, the subjects in this study were dominated by retail employees who had children, namely 113 subjects who were likely to have conflicts between work and family life until *burnout occurred*. This is in line with the research of (Yildirim & Aycan, 2008) which stated that employees in the service sector, including retail, with high work pressure and conflict with family roles directly increase the risk of *burnout*.

The results of the third hypothesis test state that there is a negative correlation between *internal locus of control* and employee *burnout*. This shows that *internal locus of control* has a significant negative relationship with *burnout* in retail employees. The higher the level of *internal locus of control*, the lower the level of employee *burnout*. This means that employees who have confidence in their abilities in dealing with work pressure can minimize the risk of *burnout*. If employees tend to think carefully before acting while working, they can minimize feelings of annoyance when dealing with difficult customers because the employee understands that this will have an impact on their career in the future.

Retail employees often face difficult customers and dynamic work situations (Kurniawan & Surahman, 2021). *Internal locus of control* helps employees feel more able to manage these situations, reducing the risk of chronic stress. *Internal locus of control* allows employees to make decisions with confidence in completing daily tasks (N. T. L. Gaol & Siburian, 2018). In addition, employees with an *internal locus of control* are more likely to find ways to prioritize tasks or ask for help, thereby reducing emotional exhaustion (Prestiana & Putri, 2013). Research by (Oshio et al., 2018) states that *internal locus of control* has a significant negative relationship with emotional exhaustion. This applies in various job sectors, including retail, where high work pressure often occurs. The results of this study are in line with research by (Khudri et al., n.d.) which states that *internal locus of control* has a significant negative effect on *burnout*, and contributes 28%.

The results of the study showed that the effective contribution of the *internal locus of control* variable to *burnout* was 3.6%. The empirical mean value of the *internal locus of control* variable was 31.23 and the theoretical mean value was 52.5. These results indicate that the empirical mean value of the *internal locus of control* is smaller than the theoretical mean value, meaning that the *internal locus of control* is in the low category. The results of the effective contribution and the comparison of the empirical mean and theoretical mean values indicate that not many retail employees who are the subjects of the study have an *internal locus of control* so they are very susceptible to *burnout*.

Based on the effective contribution score, it is known that 56.4% of the factors influencing *burnout* are *work-family conflict* and *internal locus of control* and 43.6% are influenced by other factors, namely workload (Lineuwih et al., 2023); (Saragih & Hermanto, 2023); (Herlina, 2019), *job insecurity* (K. A. Rahman et al., 2022); (I. K. Rahman et al., 2023)(Herlina, 2019), work environment (Fadilasari & Selviana, 2023); (Nursi et al., 2022), resilience (Lailia & Nuzulia, 2024), *work life balance* (Zulfikar, 2024).

CONCLUSION

The purpose of this study was to prove the relationship between *work-family conflict* and *internal locus of control* with *burnout* of retail employees. The subjects of this study were 180 retail employees. Based on the results of data analysis and discussion, the first hypothesis in this study states that there is a correlation between *work-family conflict* and *internal locus of control* with *burnout* of retail employees. These results indicate that retail employees who can control the conflict between family and work and at the same time have the belief that it is the result of their own actions and efforts, then these employees can minimize the risk of *burnout*. The second hypothesis shows that there is a positive relationship between *work-family conflict* and *burnout* of retail employees, meaning that the higher the level of conflict between work and family, the higher the level of *burnout*

experienced by retail employees and vice versa, the lower the level of conflict between work and family, the lower the level of *burnout* experienced by retail employees. The third hypothesis shows that there is a negative relationship between *internal locus of control* and *burnout* of retail employees, meaning that the higher the level of *internal locus of control*, the lower the level of *burnout* experienced by retail employees and vice versa, the lower the level of *internal locus of control*, the higher the level of *burnout* experienced by retail employees. The results of the study also show that *work-family conflict* has a greater influence than *internal locus of control* on *burnout* of retail employees and the rest is influenced by other factors such as workload, *job insecurity*, work environment, resilience, and *work-life balance*.

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