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## The Influence of Work-Life Balance on Job Satisfaction with Burnout as an Intervening Variable

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### Abstract

*The aim of this research is to determine the influence of work-life balance on job satisfaction mediated by burnout. This research was conducted at PT Pesona Indonesia Plywood Industri (PIPI), involving 82 employees in the veneer division. This research uses quantitative methods with a descriptive approach and analyzes with path analysis. From result of this research was work-life balance has a positive and significant effect on job satisfaction. Work-life balance has a negative and significant effect on burnout, and burnout has a negative and significant effect on job satisfaction. Moreover, work-life balance has a positive and significant effect on job satisfaction through burnout.*

**Keywords:** *Work-life balance, Burnout, Job Satisfaction*

### Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh *work-life balance* terhadap kepuasan kerja yang dimediasi oleh *burnout*. Penelitian ini dilakukan di PT Pesona Indonesia Plywood Industri (PIPI) yang melibatkan 82 orang karyawan divisi veneer. Penelitian ini menggunakan metode kuantitatif dengan pendekatan deskriptif dan analisis dengan analisis jalur. Hasil penelitian menunjukkan bahwa *work-life balance* berpengaruh positif dan signifikan terhadap kepuasan kerja. *Work-life balance* berpengaruh negatif dan signifikan terhadap *burnout*, dan *burnout* berpengaruh negatif dan signifikan terhadap kepuasan kerja. Sedangkan *work-life balance* berpengaruh positif dan signifikan terhadap kepuasan kerja melalui *burnout*.

**Kata kunci:** *Work-life balance, Burnout, Kepuasan Kerja*

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## INTRODUCTION

The expansion of the business world demands a sustainable increase in the competitiveness of companies. Work is done to fulfill demands so that they are satisfied with achievements and work, but for other individuals, work is a burdensome activity, so it is carried out only because of demands. Human resources are the primary determinant of company development, so achieving goals within a certain period requires a sizable workforce. Human resources are necessary to maintain the existence

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of the company by making a significant contribution and achieving organizational success because the success of an organization is highly dependent on the ability to manage the people in it. According to Hasibuan (2019), human resources are integrating individual cognitive and physical skills.

A worker is satisfied at work if the job satisfaction he receives follows his expectations. This will have an impact on performance consistency and increased productivity. In Sinambela (2017), researchers conducted by David & Newstrom (1994) stated that job satisfaction in a company is crucial because there are differences in the level of employee job satisfaction which affect the level of satisfaction of each person depending on the characteristics that apply to him. The company implements a policy known as the Work-life balance program to increase employee job satisfaction. Work-life balance, according to Pangemanan (2017), is a successful way to balance work and other responsibilities for family, community, and work, such as self-development, travel, and recreation. Burnout can also affect employee job satisfaction, in addition to Work-life balance. Binder (2017) defines burnout as a mental and physical exhaustion syndrome. Burnout is when an employee withdraws due to chronic fatigue, boredom, and melancholy. Employees who experience physical and emotional exhaustion and reduced personal satisfaction are less satisfied with their jobs.

This research was conducted at PT. Pesona Indonesia Plywood Industri (PIPI) is a plywood production and manufacturing company in Banyuwangi. This manufacturing company has around 250 employees. Every employee is required to work as much as possible to produce a satisfactory job, especially employees who have positions in the production division. This division often works overtime because its work directly relates to the products being sold, and there are also frequent spikes in consumer production requests. PT. Pesona Indonesia Plywood Industri (PIPI) has six working days a week (Monday to Saturday) with nine working hours starting at 07.00 – 16.00. Due to the high demand for targets, employees in the production department must work overtime to complete the target tasks within the specified timeframe and the parameters of the job targets. Of course, the hectic number of working and overtime hours is a concern because the employee's workload is large enough to cause burnout and disrupt the work-life balance.

The dense level of work that causes long working hours results in employees needing help to maximize their time between work and family. When observed working in the same field of work for a long time will make employees feel bored and tired quickly. Monotonous work routines every day will reach the point of saturation, which can cause employees to experience burnout. When a person experiences burnout, they feel emotionally and physically exhausted and thus unable to handle positively the responsibilities and opportunities of work. According to Afrizal, et al., (2014), the more tired an employee is, the lower the employee's job satisfaction.

This causes the company's turnover rate relatively high due to employees needing more time and job compatibility. According to Hasibuan (2001), job satisfaction can be measured by discipline, work morale, and turnover. If the level of the three indicators is trimmed, employee job satisfaction is relatively good. Conversely, if discipline, work morale, and employee turnover are high, employee job satisfaction in the company is relatively low. According to Maier (1970), the turnover rate is said to be high if it reaches 5% or even more. Meanwhile, according to Gillies (1989), employee turnover is normal if it ranges from 5% -10% per year and is said to be high if it is more than 10% per year. The turnover rate at PT. Pesona Indonesia Plywood Industry is 15.6%, which is in the high category. It is also known that the highest turnover rate is found in the veneer section, which is 6.4%, with a total of 16 employees. In addition to turnover, absenteeism is a direct result of low employee job satisfaction in a company. Although absenteeism cannot be eliminated at an excessive level, it will directly impact organizational functioning (Robbins & Coulter, 2010). According to Flippo (2001), 0% - 2%

absenteeism is considered good, 3% - 10% is considered high, and above 10% is considered inappropriate because the value is too high. This can happen because employees are dissatisfied with their work and tend to be lazy to work. Therefore, the purpose of this research is to analyze the effect of work-life balance on job satisfaction mediated by burnout.

## LITERATURE REVIEW

In attribution theory, it explains the process of determining the motives or causes of one's behavior Gibson, et al. (1994) in Ardiansah (2023). This theory refers to the way a person explains the motives for the behavior of people or oneself either internally or externally, and the influence will be seen in individual behavior Luthan (1998) in dispositional attributions and situational attributions or internal and external causes Robbins (1996) in Ardiansah (2023). Dispositional attributions mean something that refers to the individual. Meanwhile, situational attributions are things that refer to the environment around the individual.

Job satisfaction is a person's fun, and emotional form and makes him love his job. This can be assessed from factors such as work morale, discipline, and work performance, job satisfaction in workforces between the two (Hasibuan, 2009). According to Kreitner (2005) job satisfaction can be measured by whether employees are satisfied with their work and can also be seen from their absence or absence. Job satisfaction is a concern because it can influence employee performance. If employees do not get satisfaction in their work, it will able to cause problems that will impact the company, resulting in work that is not on target and optimal it can harm the company.

Work-life balance is a balance between work, recreation, family, and religion. One's profession and aspirations must be modified significantly to reduce stress between work and employee life. Work-life balance is defined by Strugest & Guest (2004) as an individual's capacity to fulfill work obligations, fulfill family responsibilities, and be responsible for their work and other activities, such as social activities. In Wahyu's research (2018), Greenhaus, Collins, and Shawn define work-life balance as the point at which one person limits a person's work and family responsibilities.

Burnout is a condition of mental, emotional, and physical exhaustion caused by prolonged anxiety in situations that require intense emotional involvement. Bernardin in Rosyid (1996) defines burnout as a condition that reflects the emotional response of those who work in the humanitarian field (human service) or are close to the community. Typically, burnout manifests as ongoing physical, mental, and emotional depletion. Because of its psychobiological nature (the psychological burden shifts to physical appearance, for example, effectively blurring the eyes, difficulty concentrating, and manageable pain) and generally cumulative, it is not always easy to manage the problem.

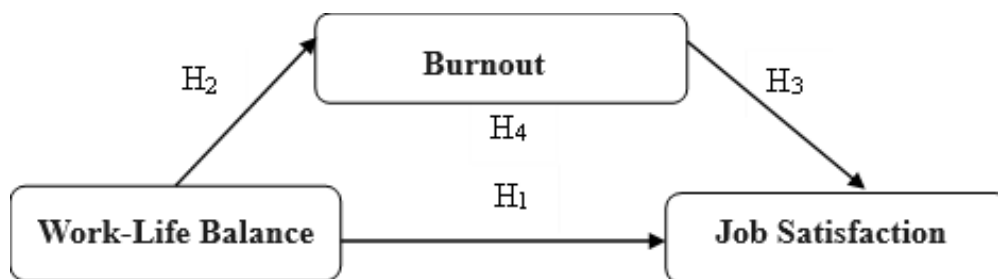
The framework is an image that can describe the various interactions. In addition, this framework helps researchers in measuring effects and relationships between variables. According to Sugiyono (2017), this framework explains the conceptual model of how many factors and theories have been identified as the main related problems. According to the theories that have been put forward about the Work-life balance, job satisfaction, and burnout variables, it is estimated that there is a positive influence, both directly and indirectly. Therefore, the problem formulation can be described in the form of a flow that defines the research framework as follows:

**H<sub>1</sub>:** Work-life balance has a significant effect on job satisfaction.

**H<sub>2</sub>:** Work-life balance has a significant effect on burnout.

**H<sub>3</sub>:** Burnout has a significant effect on job satisfaction.

**H<sub>4</sub>:** Work-life balance has a significant effect on Job Satisfaction with Burnout as an Intervening Variable.



**Figure 1.** Research framework

## RESEARCH METHODS

The type of research used in this study is explanatory research, which explains the position of the variables studied and the relationship between variables by testing the hypothesis (Sugiyono, 2019). In this study, the researchers determined the research population, namely all employees of PT. Pesona Indonesia Plywood Industri (PIPI). The sampling technique used was purposive sampling. The researcher used purposive sampling because the researcher used a part of the company that was considered to have a low level of job satisfaction by looking at the highest turnover rate. Following the objectives, the researchers took employees of the veneer section of PT. Pesona Indonesia Plywood Industry, totaling 82 respondents, is the object of research because this part is considered capable of representing the characteristics of the desired population. Questionnaire distribution is the primary data source for research. Research data analysis using path analysis techniques or path analysis in the SPSS program. In measuring variables, researchers use a Likert scale ranging from one to five, from "strongly disagree" to "strongly agree."

## RESULTS AND DISCUSSION

The results of the characteristics of the respondents showed that the respondents in this study were dominated by man with an age range of 20-35 years, the last education was dominantly senior high school degrees, and the length of work ranged from 3-4 years. The demographic details of the respondents can be seen in the following table:

**Table 1.** Respondent Demography

Information	Items	Respondents (N=82)	Percentage
Gender	Man	67	82%
	Woman	15	18%
Age	20-35	53	56%
	36-45	37	39%
	> 45	5	5%
Last Education	Senior High School	75	91%
	D3	3	4%
	S1	4	5%
Tenure	< 1	16	20%
	1-2	18	22%
	3-4	20	24%
	5-6	15	18%
	> 7	13	16%

Source: Data processed (2023)

This test is to find out which research instruments meet the validity requirements. The validity of the research instrument can be determined by comparing the Pearson product-moment and the correlation index with a significance value of 5%. The instrument is valid if the test results show corrected item values or if the  $r$  table is less than the  $r$  count ( $r$  count  $>$   $r$  table). In the following table are the results of the validity test for each research instrument:

**Table 2.** Recapitulation of Validity Test Results

Item	Corrected Item Value/ R Count	Sig.	R table	Information
WLB. 1	0.722	0.05	0.215	Valid
WLB. 2	0.666	0.05	0.215	Valid
WLB. 3	0.613	0.05	0.215	Valid
WLB. 4	0.692	0.05	0.215	Valid
WLB. 5	0.397	0.05	0.215	Valid
WLB. 6	0.345	0.05	0.215	Valid
B. 1	0.667	0.05	0.215	Valid
B. 2	0.576	0.05	0.215	Valid
B. 3	0.774	0.05	0.215	Valid
B. 4	0.720	0.05	0.215	Valid
B. 5	0.629	0.05	0.215	Valid
B. 6	0.591	0.05	0.215	Valid
JS. 1	0.642	0.05	0.215	Valid
JS. 2	0.648	0.05	0.215	Valid
JS. 3	0.378	0.05	0.215	Valid
JS. 4	0.275	0.05	0.215	Valid
JS. 5	0.328	0.05	0.215	Valid
JS. 6	0.515	0.05	0.215	Valid
JS. 7	0.471	0.05	0.215	Valid
JS. 8	0.367	0.05	0.215	Valid
JS. 9	0.547	0.05	0.215	Valid
JS. 10	0.680	0.05	0.215	Valid

Source: Data processed (2023)

A study is reliable if the Cronbach Alpha value is more significant than 0.60. You can also compare the  $r$  table and  $r$  count. When ( $r$  count  $>$   $r$  table) is considered reliable. In the following table are the results of the reliability test:

**Table 3.** Recapitulation of Reliability Test Results

Variable	N Item	Cronbach Alpha Value	Criteria	Information
WLB	6	0.575	0.215	Reliable
BO	6	0.725	0.215	Reliable
JS	10	0.639	0.215	Reliable

Source: Data processed (2023)

This normality test seeks to determine whether the regression model's independent and dependent variables are normally distributed (Ghozali, 2016). The normality test results for the variables Work-life balance, burnout, and job satisfaction are as follows:

**Table 4.** Recapitulation of Normality Test Results

Number of Respondents	Monte Carlo Sig Value	Information
82 Respondents	0.974	Normal

*Source: Data processed (2023)*

In the recapitulation table, the normality test results use the basis for decision-making by comparing the value of Monte Carlo Sig. The residual model obtained a significance value of 0.974, a significant value greater than 0.05. So it can be concluded that in this study, the regression analysis model is normally distributed. This multicollinearity test determines whether the regression model finds a correlation between independent variables (Ghozali, 2016). With the provision that the Tolerance Value is more significant than 0.10 and the VIF value is less than 10. The following data from the multicollinearity test results for the variables Work-life balance, burnout, and job satisfaction can be seen in the following table:

**Table 5.** Recapitulation of Multicollinearity Test Results

Variable	Tolerance Value	VIF value	Information
Work-life balance	0.335	2.984	Non-Multicollinear
Burnout	0.335	2.984	Non-Multicollinear

*Source: Data processed (2023)*

In this test, it can be seen that of the two independent variables used, there is no indication that the data is experiencing multicollinearity, which proves that the tolerance value of each independent variable has a value greater than 0.10 and the VIF value has a value less than equal to 10. The scale range test was carried out to measure each variable studied. In the following table are the results of the analysis of the scale range.

**Table 6.** Scale Range Analysis

Variable	Average Value	Category
Work-life balance	305.00	Balanced
Burnout	247.67	Sufficient
Job Satisfaction	260.20	Sufficient

*Source: Data processed (2023)*

Based on the analysis of the scale range above, the work-life balance variable obtained an average value of 305.00, which means that work-life balance is included in the balanced category. Then the burnout variable obtained an average value of 247.67, which means it is included in the sufficient category, and the job satisfaction variable obtained an average value of 260.20 which means that job satisfaction is included in the sufficient category. Path analysis is an analytical tool used in nature to

test the causal relationship between the variables studied in a time sequence, using the path coefficient as an indication to determine the strength of the influence of the independent variables on the dependent variable. The following table is the result of the path analysis:

**Table 7.** Effect of Work-life Balance on Job Satisfaction

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	8.910	2.163		4.119	.000
	WLB	1.023	.092	.779	11.109	.000

Source: Data processed (2023)

Based on the results of data processing that the researchers have done on the relationship between the work-life balance variable and the Job Satisfaction variable, in Table 16, the R-Square value is 0.607, which can be interpreted that the work-life balance variable can influence or explain the Job Satisfaction variable by 60.2% where the remaining is 39.8% is explained in other variables that are not in this study. From the results of testing the work-life balance variable, it was also obtained that the Coefficient Beta value was 0.779 with a significance value of 0.000, which means that the work-life balance variable has a significant positive effect on job satisfaction.

**Table 8.** Effect of Work-life Balance on Burnout

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	34.366	1.357		25.316	.000
	WLB	-.728	.058	-.815	-12.599	.000

Source: Data processed (2023)

Based on testing the direct relationship between the work-life balance variable and the Burnout variable, the R-squared result is 0.661. This can explain why the work-life balance variable can explain the Burnout variable by 66.1%, whereas these variables cannot explain the remaining 33.9%. From the data above, a Standardized Coefficient Beta value of -0.815 was obtained with a Sig. of 0.000. it can be concluded that the direct effect exerted by the Work-life balance variable on the Burnout variable is negative and significant.

**Table 9.** Effect of Burnout on Job Satisfaction

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	52.611	1.970		26.706	.000
	Burnout	-1.152	.102	-.783	-11.273	.000

Source: Data processed (2023)

Based on the results of testing the direct relationship between the Burnout variable and Job Satisfaction, the R-Square value is 0.609. It can be explained from this data that the Burnout variable



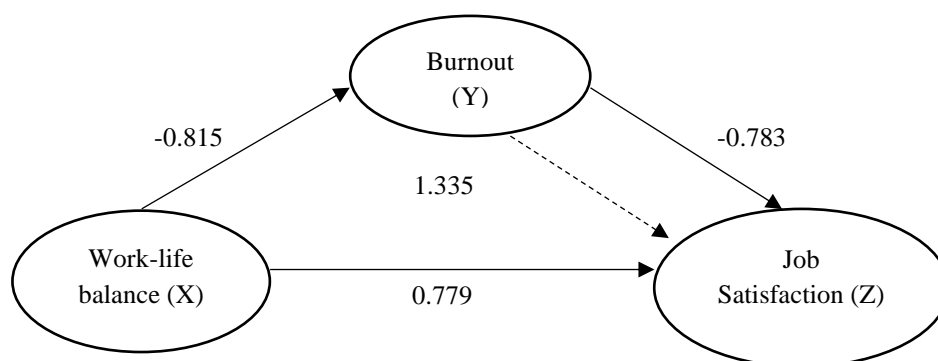
can explain the job satisfaction variable by 60.9%, whereas the remaining 39.1% cannot be explained in this study. Standardized Coefficient Beta data were also obtained in the Burnout test on Job Satisfaction of -0.783 with a value of Sig. of 0.000 this can explain that there is a negative and significant relationship between the two variables.

**Table 10.** Recapitulation of Direct Influence and Indirect Influence

Variable Testing	Direct Influence Amount	Indirect Influence Amount
X → Z	0.779	-
X → Y	-0.815	-
Y → Z	-0.783	-
X → Z → Y	-	0.556

Source: Data processed (2023)

The value of the indirect effect through variable Y in the relationship between variable X and variable Z is 0.556. Researchers can determine the cumulative effect of variable X on variable Z through variable Y by calculating the indirect effect obtained  $0.779 + 0.556 = 1.335$ . From these results, the researcher can describe the fourth path as follows:



**Figure 2.** Path Analysis Result

Based on the results above, it can be seen that the significance value is 0.000, which is smaller than 0.05. This explains that work-life balance has a significant impact on employee job satisfaction. This means that job satisfaction is also higher when the work-life balance is more balanced. So that in order to foster the job satisfaction of an employee, the company also needs to pay attention to the level of work-life balance of an employee. This agrees with research conducted by Junaidin, et al. (2019), Iswardhani (2019), and Tumbel, et al. (2017), which obtained the result that work-life balance has a positive and significant effect on job satisfaction.

Based on the results that have obtained a significance value of 0.000, where this value is smaller than 0.05, it can be concluded that work-life balance significantly influences burnout. The more balanced the Work-life balance, the lower the level of burnout. It can be interpreted that these two things have an inverse relationship; if an employee does not get a balance between work and life outside of work, then the worker will feel bored or burned out. This statement certainly agrees with research conducted by Junaidin, et al. (2019), and Iswardhani (2019) which shows a negative correlation between the two variables. With a high level of work-life balance in a company, the level of burnout experienced by employees decreases.



Based on the results obtained, a significance value of 0.000 is smaller than 0.05, and it can be concluded that burnout significantly affects job satisfaction. The lower the level of burnout, the higher the level of employee job satisfaction. This can be interpreted that to create job satisfaction felt by an employee, the company must also be able to overcome the burnout felt by an employee. This is, of course, in line with research conducted by Zulkarnain & Setyaningrum (2022), Iswardhani (2019), Ramadhan & Frentika (2022) showing that burnout has a negative and significant impact on job satisfaction.

In the next stage, after testing the work-life balance variable on job satisfaction through burnout using the Sobel test method is obtained that the burnout variable has a mediating influence on the relationship between the two variables. Suppose a company wants to provide more job satisfaction to an employee. In that case, the company needs to consider the burnout level of the employee because it is obtained from the test results that the effect of work-life balance will be more significant when mediated by the burnout variable. These results are in line with research from Junaidin, et al. (2019), Iswardhani (2019) stating that work-life balance has a positive and significant effect on job satisfaction if the burnout variable mediates it.

## CONCLUSION

Based on the research findings, work-life balance has a positive and statistically significant effect on employee job satisfaction. Therefore, if work-life balance is achieved, employee job satisfaction will increase. Work-life balance has a negative and significant effect on employee burnout. This shows that if the balance is reached, then the level of employee burnout will decrease. This also shows that a low level of burnout can increase employee job satisfaction because burnout negatively and significantly impacts job satisfaction. This indicates that a balanced work-life balance can increase job satisfaction through employee burnout. Based on these conclusions, the researcher takes the advice given to PT. Pesona Indonesia Plywood Industri should pay more attention to work conditions, and employee involvement and provide more technical assistance. The researcher suggests conducting similar research with a more varied range of variables in future research. This is intended to provide a more comprehensive insight into employee job satisfaction. In addition to the use of different combinations of variables, the use of samples can be carried out with a broader scope, which can include more than one company.

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