

# THE INFLUENCE OF WORK-LIFE BALANCE AND BURNOUT ON JOB SATISFACTION

*by Zahara Rony*

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**Submission date:** 28-Nov-2023 02:40AM (UTC-0600)

**Submission ID:** 2240677748

**File name:** 203-Article\_Text-787-1-10-20220413.pdf (185.53K)

**Word count:** 4776

**Character count:** 26164

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Volume: 3  
Number: 1  
Page: 161-168

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### Article History:

Received: 2022-01-24

Revised: 2022-02-22

Accepted: 2022-03-14

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### Abstract:

In the current era of globalization, the development of technology is so rapid, and the competition is so tight, it requires every individual to be able to improve his abilities and skills in order to improve his quality in the face of competition. The research was conducted to find out whether there is an effect of Work-Life Balance and Burnout on job satisfaction of facilities and infrastructure maintenance officers in the XYZ area. Data were obtained from 77 respondents from the entire population using primary data obtained through questionnaires. Data analysis is using descriptive statistics, instrument test, classical assumption test, multiple linear regression and hypothesis testing using the IBM SPSS Statistics 24 Program. facilities and infrastructure in the XYZ area. This shows that the work-life balance felt by the employees who maintain the facilities and infrastructure of the XYZ area will be able to improve job satisfaction well and can increase work productivity; Partially, the burnout variable has a negative but not significant effect on the job satisfaction. This shows that the decreasing burnout experienced by employees who maintain facilities and infrastructure in the XYZ area will be able to increase job satisfaction well, and can increase work productivity.

**Keywords:** Work-Life Balance, Burnout, The Working Satisfaction

Cite this as: RONY, Z. T., YULISYAHYANTI, Y., (2022). "The Influence Of Work-Life Balance And Burnout On Job Satisfaction." *International Journal of Environmental, Sustainability, and Social Sciences*, 3(1), 161-168.



## INTRODUCTION

In the current era of globalization, technological developments are so rapid, and competition is so tight, that it requires every individual to be able to improve their abilities and skills to improve their quality to face competition. Therefore, employees as human resources who are one of the capital holders of an important role as a driving machine to run the wheels of the organization and become the main factor in achieving organizational goals in providing services to the community, it is necessary to have qualified (competent) human resources in carrying out their duties, and all employees can feel job satisfaction. Employees feel job satisfaction, so they will exert their abilities as much as possible to complete their tasks and increase productivity and work results optimally. In line with Kanwar et al. in Iswardhani, Brasit & Mardiana (2019), creating and maintaining employee job satisfaction is an important effort for the continuity of the company because satisfied employees bring positive influences to the company, such as increasing efficiency and productivity. Therefore, satisfied employees will be more productive than dissatisfied employees.

Working is not only to earn a living but also to gain knowledge, experience and career advancement and increase the standard of living. However, sometimes, if you love work too much or because the demands of work are too high with a heavy workload, it results in a lot of time being spent at work and less time for yourself, family and the social environment in which we live. To maintain job satisfaction, employees are required to be able to complete work and achieve targets that must be achieved. Companies and government agencies need to realize the importance of implementing a work-life balance for their employees, addressing work problems and outside of work. Suhardono (2013) states that work-life balance is a continuous process in finding harmony (harmony) in professional and personal life. Another challenge in achieving job

satisfaction is burnout. According to Leats and Stolar in Junaidin, Ikham & Hardiyono (2017), burnout is defined as emotional and mental exhaustion caused by a very demanding and stressful situation combined with high personal expectations. Many people do not realize that they are overwhelmed with their work, already feel tired (run out of energy) and have negative feelings about their work so that they work inefficiently and productivity decreases. Burnout can cause physical problems such as pain in the limbs, including headaches and can trigger psychological problems that can lead to insomnia and depression.

As the capital city of the Republic of Indonesia, DKI Jakarta, with a high population density, hygiene issues need to be considered due to the high level of waste production and the low level of public awareness of cleanliness. Therefore, in 2015, the DKI Jakarta Government formed a team to maintain facilities and infrastructure as one of the solutions to this problem. This government program is to create a clean and comfortable DKI Jakarta. The XYZ area understands that environmental hygiene issues must be given great attention. A team that maintains facilities and infrastructure can overcome hygiene problems so that they can be handled immediately. XYZ Region is the organizer of government affairs and is the spearhead in providing services to the community; employees are required to be able to work optimally and provide excellent service to the community. XYZ Region also understands that employees are an inseparable part of all success and is well aware of the importance of paying attention to employee job satisfaction, improving work-life balance, and avoiding burnout.

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#### *Work-Life Balance*

Work-life balance is a person's ability to be able to organize, place and harmonize his personal life and work-life in an orderly and measurable manner. According to Ramadhan & Marinda (2019), it is stated that work-life balance is about how to get a good fit between professional roles and personal activities that are considered important for a person, such as recreation, personal activities, and family responsibilities and other social activities. According to Suhardono (2013), work-life balance is a continuous process of finding harmony (harmony) in professional and personal life. In line with the opinion of Rony (2016), work-life balance is the ability of a person to be able to balance the demands of work with personal and family needs. According to Fisher et al. in Ula, Susilawati & Widyasari (2015), there are four dimensions of work-life balance, namely: (1) Work Interference With Personal Life (WIPL). (2) Personal Life Interference With Work (PLIW / Personal Life Interference With Work). (3) Personal Life Enhancement Of Work (PLEW). (4) Performance Improvement of Personal Life (WEPL / Work Enhancement Of Personal Life). According to Mcdonald and Bradley in Dina (2018), work-life balance can be measured by three aspects: balance of time, involvement or roles, and balance of satisfaction.

#### *Burnout*

Burnout is a negative psychological reaction experienced by a person due to emotional, mental and physical exhaustion in doing a job that can be seen from changes in behavior, way of thinking and physical form (Rony, 2021). According to Maslach and Jackson in Iswardhani, Brasit & Mardiana. (2019), defines burnout as a negative psychological experience as a reaction to prolonged stress. According to Leats and Stolar in Junaidin, Ikham & Hardiyono (2017), burnout is defined as emotional and mental exhaustion caused by a very demanding and stressful situation combined with high personal expectations. According to Schaufeli and Bunk in Pangemanan, Pio & Tumbel (2017), burnout does not only occur when individuals cannot manage stress, but there is a conflict between work and personal life. The impacts arising from burnout are mental, physical, behavioral changes, social, attitude changes and impacts on the organization. According to Maslach and Leiter in Pangemanan, Pio & Tumbel (2017), burnout has three dimensions that can be used as benchmarks, namely:

1. Fatigue (Exhaustion) is characterized by prolonged physical, mental, and emotional fatigue.

2. Cynicism, is characterized by a cynical attitude and tends to withdraw from the work environment.
3. Ineffectiveness, characterized by feelings of helplessness and feeling that all the tasks given are heavy.

#### *Job satisfaction*

Job satisfaction is an individual positive or negative feeling felt by workers towards the work they do and will lead to their actions in completing work to achieve company goals. According to Handoko in Warsi (2019), job satisfaction is a pleasant emotional feeling that employees view their work. According to Hasibuan in Pangemanan, Pio & Tumbel (2017), job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in discipline, work morale and work performance. According to (Rony, 2016), job satisfaction is an affective or emotional response to various aspects of work. According to Luthans in Pangemanan, Pio & Tumbel (2017), states that there are five dimensions of job satisfaction, namely:

1. The work itself, where work assignments are considered interesting, provides opportunities to progress and learn by gaining experience, increasing abilities, and accepting responsibility during work.
2. Salary or wages, namely the amount of compensation received or received by a person for his efforts, are adjusted to the workload considered appropriate in an organization.
3. Promotion opportunities, namely opportunities to advance in the organization, are related to promotion issues, opportunities for self-development, and career development.
4. Supervision, where there is a supervisor who can provide technical assistance and behavioral support.
5. Colleagues, some co-workers are technically capable and provide social support.

#### **METHODS**

This study is a quantitative study using primary data obtained by using a questionnaire sheet using a Likert Scale. The sample was taken using a non-random sampling technique, namely purposive sampling (Rony, 2017). The population in this study was the entire team of facilities and infrastructure maintenance in the XYZ area, totaling 77 people who were used as a whole sample. Analysis of the data in this study used Descriptive Statistical Analysis, Instrument Test (Validity Test and Reliability Test), Classical Assumption Test, Multiple Linear Regression Test and Hypothesis Testing. Calculations using IBM SPSS Statistics 24 Software.

#### **RESULT AND DISCUSSION**

Descriptive analysis was carried out by categorizing the characteristics of the respondents based on gender, which consisted of 91% male and 9% female. Based on age, 4% are under 20 years old, 26% are 21-30 years old, 29% are 31-40 years old, 19% are 41-50 years old, and 22% are over 50 years old. Based on education, 7% of elementary school graduates, 5% of junior high school graduates, 84% of high school graduates, 3% of D3 graduates and 1% of undergraduate graduates. With a working period of 1 year as much as 8%, 2 s.d. 3 years as much as 21% and over 3 years as much as 71%. 26% are single, and 74% are married based on marital status.

This study uses an instrument test with validity and reliability tests. The results obtained from the calculation using the SPSS IBM Statistic 24 Program are as follows: the validity test of job satisfaction (Y), work-life balance and burnout are declared valid, because the value of  $r\text{-count} > r\text{-table}$ . And the results of the reliability test of job satisfaction (Y), work-life balance and burnout are declared valid, because the value of Cronbach's alpha  $> 0.70$ . Before testing the hypothesis, first test the assumptions by testing for normality, multicollinearity, heteroscedasticity and multiple linear regression tests. The results obtained in the normality test are as follows:



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**Table 1. Kolmogorov-Smirnov. Test Results**

		Unstandardized Residual
N	45	77
Normal Parameters <sup>a,b</sup>	Mean	0.000000
	Std Deviation	2.39424649
Most Extreme Difference	Absolute	0.064
	Positive	0.053
	Negative	-0.064
Test Statistic		0.064
Asymp. Sig.2 (2-tailed)		.200 <sup>c,d</sup>

Source: Data processed (2022)

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 Based on the table above, it can be seen that the significance value (Asymp. Sig. 2-tailed) of the work life balance (X1), burnout (X2) and job satisfaction (Y) variables is 0.200 > 0.05, so it can be stated that the data is normally distributed.

The results obtained in the multicollinearity test are as follows:

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**Table 2. Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	sig	Collinearity Statistics	
	B	Std Error				Tolerance	VIF
(Constant)	8.925	2.715		3.287	0.002		
Work-life Balance	0.781	0.093	0.783	8.431	0.000	0.659	1.518
Burnout	-0.032	0.079	-0.037	-0.404	0.688	0.000	1.518

a. dependent variable: job satisfaction (Y)

Source: Data processed (2022)

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 In the results of multicollinearity analysis, there is no significant multicollinearity between each independent variable in the regression model, because the tolerance value is 0.659 > 0.10 and the VIF value is 1.518 < 10.00. From the results of the heteroscedasticity test, with a scatterplot graph between the predicted value of the dependent variable (Zpred) and the residual (Sresid) spread above and below the number 0 (zero) on the Y axis, it can be concluded that there is no (free) heteroscedasticity in the data. Based on multiple linear regression analysis, the results are shown in Table 3.

**Table 3. Multiple Linear Regression Test Results.**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	sig
	B	Std Error			
(Constant)	8.8925	2.715		3.287	0.002
Work-life Balance	0.781	0.093	0.783	8.431	0.000
Burnout	-0.032	0.079	-0.037	-0.404	0.688

a. dependent variable: job satisfaction (Y)

Source: Data processed (2022)

3  
 Based on the results from the table above, it can be seen that the regression equation formed is as follows:  $Y = 8.925 + 0.781X_1 - 0.032X_2$

The constant value of 8.925, gives an understanding that if there is no change in the work-life balance and burnout variables, namely the values of X1 and X2 are 0 (zero), then the amount of job satisfaction (Y) for employees maintaining facilities and infrastructure in the XYZ area is 8.925 units. The value of the work-life balance regression coefficient (X1) gives a positive value of 0.781, meaning that if the work-life balance (X1) variable increases by 1%, assuming other variables remain, then job satisfaction (Y) for employees maintaining facilities and infrastructure in the XYZ

area increases by 78.1% assuming other variables remain. It shows that the work-life balance variable (X1) provided positively contributes to job satisfaction (Y). On the other hand, the value of the burnout regression coefficient (X2) gives a negative value of 0.032, which means that if the burnout variable (X2) increases by 1%, the job satisfaction (Y) of the staff maintaining facilities and infrastructure in the XYZ area is reduced by 3.2% assuming other variables remain. It shows that the provided burnout (X2) contributes negatively to job satisfaction (Y). The results of the t-test (partial test) can be seen in Table 4, as follows.

**Table 4. T-Test Results (Partial)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std Error	Beta		
(Constant)	8.8925	2.715		3.287	0.002
Work-life Balance	0.781	0.093	0.783	8.431	0.000
Burnout	-0.032	0.079	-0.037	-0.404	0.688

a. dependent variable: job satisfaction (Y)  
 Source: Data processed (2022)

Work-life balance (X1) has a value of t-count (8.431) > t-table (1.99254), and the value of the significant value of work-life balance (X1) is 0.000 < 0.05, then H0 is rejected, and H1 is accepted, which means that there is a work-life balance that has a significant effect on satisfaction. Partially accepted work. The value of the t-count is positive or in line with job satisfaction, namely, the higher the work-life balance, the higher the job satisfaction. Burnout (X2) obtained a value of t-count (-0.404) < t-table (1.99254) and a significant value of burnout (X2) 0.688 > 0.05, then H0 was accepted, and H2 was rejected, which means that burnout had no significant effect on job satisfaction. However, the negative t-value indicates that burnout has a negative effect that is not in line with job satisfaction, namely, the lower the burnout, the higher the job satisfaction. Testing the effect of the independent variables work-life balance (X1) and burnout (X2) together (simultaneously) on Job Satisfaction of employees maintaining facilities and infrastructure in the XYZ Region using the F test, can be seen in table 5.

**Table 5. F Test Results**

Model	Sum of Squares	df	Mean	F	sig
Regression	601.219	2	300.610	51.060	.000 <sup>b</sup>
Residual	435.664	74	5.887		
Total	1.36.883	76			

a. dependent variable: job satisfaction (Y)  
 b. Predictors: (constant), Burnout (X2), Work Life Balance (X1)  
 Source: Data processed (2022)

Based on the test results in the table above, it can be seen that the F-count value is 51.060 with the F-table value being 3.12, so that the F-count > F-table or 51.060 > 3.12 and the significance value 0.000 < 0.05 then H0 is rejected and H3 is accepted, Work-life balance (X1) and burnout variables (X2) together have a significant effect on Job Satisfaction on employees who maintain facilities and infrastructure in the XYZ area. The results of calculating the coefficient of determination (R2) can be seen in table 6.

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error the Estimate
Regression	601.219	2	300.610	51.060
Residual	435.664	74	5.887	
Total	1.36.883	76		

a. dependent variable: job satisfaction (Y)

b. Predictors: (constant), Burnout (X2), Work-Life Balance (X1)

Source: Data processed (2022)

Based on the Coefficient of Determination Test (R<sup>2</sup>) results in table 6 above, it can be seen that the value of the coefficient of determination or R Square is 0.580. Therefore, the magnitude of the coefficient of determination or R Square is 0.580 = 58%, indicating that the work life balance (X1) and burnout (X2) variables simultaneously (together) affect the job satisfaction variable (Y) of 58.6%, while the rest (100% - 58.6% = 41.4%) influenced by other variables not discussed in this study.

Based on the partial work-life balance hypothesis testing results, the results show that work-life balance has a positive and significant effect on job satisfaction for employees who maintain facilities and infrastructure in the XYZ area. The results show that if there is an increase in work-life balance, job satisfaction will also increase following the opinion (Rony, 2016) that the condition of balance of life and work is a personal awareness always to reflect honestly. An honest self will help you get a quality work-life balance. Work-life balance not only increases productivity but can increase loyalty. The results of this study are in line with the results of research (Widati, 2019), which found that work-life balance has a significant positive effect on job satisfaction as an intervening variable. The study results (Junaidin et al., 2019) found that work-life balance significantly affected job satisfaction. The research results by Shabrina et al. found a significant positive relationship between the work-life balance on job satisfaction of employees at PT. Petani (Persero). Based on the partial burnout hypothesis testing results, the results show that burnout has a negative but not significant effect on job satisfaction for employees who maintain facilities and infrastructure in the XYZ area. Furthermore, the value of the regression coefficient indicates that the burnout value has a negative or unidirectional effect on job satisfaction, namely, the lower the burnout, the higher the job satisfaction. In line with the opinion (Junaidin et al., 2017), burnout is defined as emotional and mental exhaustion caused by a very demanding and stressful situation combined with high personal expectations. The results of this study are in line with research (Iswardani et al., 2019) which found that burnout had a negative effect on job satisfaction.

Based on the results of testing the hypothesis simultaneously (simultaneously) for work-life balance and burnout on job satisfaction, it is found that work-life balance and burnout have a significant effect on job satisfaction of employees maintaining facilities and infrastructure in the XYZ area. From the results of multiple linear regression, it can be seen that work-life balance is more dominant in influencing job satisfaction. These results can be indicated by increasing work-life balance, reducing burnout, and vice versa. Following the statement (Pangemanan et al., 2017), burnout not only occurs when individuals cannot manage stress but there is a conflict between work and personal life. The results of this study support research (Pangemanan et al., 2017) finding that work-life balance and burnout significantly affect job satisfaction.

## CONCLUSION

Based on the discussion and analysis of the data above, conclusions can be drawn from this study as follows: (1) Partially, the work-life balance variable has a significant positive effect on job satisfaction. It shows that the work-life balance felt by the employees who maintain the facilities and infrastructure of the XYZ area will be able to improve job satisfaction well and can increase work productivity; (2) Partially, the burnout variable has a negative but not significant effect on job satisfaction. It shows that the decreasing burnout experienced by employees who maintain



facilities and infrastructure in the XYZ area, will be able to increase job satisfaction well, and can increase work productivity; (3) Together or simultaneously on the work life balance and burnout variables, it was found that it had a significant effect on job satisfaction of employees maintaining facilities and infrastructure in the XYZ area. Therefore, it can be concluded that work-life balance and burnout affect job satisfaction, the increasing work-life balance will further reduce the potential for burnout, and vice versa.

Suggestions that researchers can put forward through this research are that agencies must be able to pay attention to the condition of their workers by analyzing the workload of employees, paying attention to rest periods (holidays to gather with family), so that the work-life balance of employees can be maintained. Furthermore, it is expected to strengthen the relationship between employees and superiors by carrying out activities together, such as congregational prayers, and exchanging ideas by holding regular meetings; this is also useful for uniting opinions with one another. In addition, agencies must also pay attention to stressful conditions for employees to be able to avoid or minimize the possibility of things that arise due to burnout, to increase productivity. It is hoped that the agency will make an annual routine program for employees who maintain facilities and infrastructure in the XYZ area, such as taking a vacation together (a trip with all employees and superiors, it is better if you include family members) to reduce fatigue at work and get to know each other, and can minimize the occurrence of burnout. . Hopefully the program designed can strengthen and increase work productivity, besides that employees can also maintain a balance of life with work and can avoid burnout.

Employees who maintain facilities and infrastructure are expected to maintain and improve these conditions. To maintain a balance between life and work, you can take advantage of the rest time to be able to take a break from tiring and tiring work activities and use the time off to gather with family. It is also hoped that employees who maintain facilities and infrastructure in the XYZ area can maintain health, apart from adequate and regular rest, maintain a diet with healthy and nutritious food and take multivitamins. For the next writer who raises the same problem with this research. For further researchers to be able to develop their research by replacing different variables or by adding other variables so that their research is wider.

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