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THE EFFECT OF WORK-LIFE BALANCE ON JOB SATISFACTION WITH BURNOUT AS AN INTERVENING VARIABLE

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Abstract

The problem in this research is that maximum job satisfaction has not been achieved by Bank Kuningan. This issue is affected by multiple factors, including the work-life balance and burnout. The objective is to determine the impact of work-life balance on job satisfaction via the mediating role of burnout as a third party. The methodology employed by scientists is the survey method. The population of this investigation was all of the 103 employees at Bank Kuningan, this technique was employed to collect a large number of participants. Data was gathered via a questionnaire that was considered valid and dependable. The method of data analysis employed is path analysis. The results of this study state that (1) Work-life balance positively and significantly affects job satisfaction; (2) work-life balance negatively and significantly affects burnout; (3) burnout negatively and significantly affects job satisfaction; and (4) burnout partially mediates the relationship between work-life balance and job satisfaction.

Keywords: Work life balance, Burnout, Job Satisfaction.

INTRODUCTION

Human resources have a significant impact on determining the objectives and running a company. The quality of superior, proficient, and competitive human resources is needed by the company in order to achieve its goals effectively and efficiently. These human resources must have high work standard benchmarks such as learning, perseverance, responsibility, and work ethic (Harahap, 2016). From the data on Bank Kuningan employee turnover data in the last 3 years, as follows:

Table 1. Brass Bank Employee Turnover Data 2021-2023 Period

Year	Number of Employpess			Year End	Turnover rate
	Beginning of the Year	Exit	Log in		
2021	100	2	-	98	2%
2022	98	5	-	93	5%
2023	93	4	14	103	4%

Source: Bank Kuningan (2023)

Based on this data, it can be seen that turnover occurs in Kuningan Bank employees and fluctuates, namely an increase in 2022 by 5%. The increase is indicated by in 2021 the number of employees who left was 2 people, in 2022 it was 5 people, and in 2023 it was 4 people with the number of employees who entered was 14 people. Head of HR & Budget of Bank Kuningan mentioned several reasons for the entry and exit of employees due to resignation or resignation, retirement, and death.

In addition to the above phenomena, the researcher also conducted a Pre-survey as a preliminary which aims to determine the extent of the level of job satisfaction of Kuningan Bank employees. The distribution of this Pre-survey was carried out on December 1, 2023 by using a questionnaire via google form, the questions asked were basic questions about job satisfaction with 30 respondents. The following data illustrates the job satisfaction of Bank Kuningan employees, as follows:

Table 2. Pre-Survey Results on Job Satisfaction

No.	Question	Answer			
		Yes	No	Percentage	
				Yes	No
1.	Are you satisfied with your current job?	11	19	36%	6
2.	Are you satisfied with your current salary?	15	15	50%	50%
3.	Are you satisfied with your current leader?	13	17	43%	56%

Based on the results of the Pre-survey above, a description of the phenomenon regarding job satisfaction in Bank Kuningan employees, it was found that 63% of bank employees were dissatisfied with their current job, then 50% of Bank Kuningan employees were dissatisfied with the salary they received, and then 56% of Bank Kuningan employees were found to be dissatisfied with their current company leaders.

In addition, many companies are now implementing work-life balance, which creates a balance between work, happiness, leisure time, family life, and spiritual development as an effort to increase job satisfaction (Singh and Khanna, 2011). On the other hand, an employee will have a good personal life and a satisfying work life if he or she makes good use of his or her time and commitment to the role.

According to Greenhaus (2003), work-life balance is a person's effort to achieve a balance between work duties, family responsibilities, and personal life. A person's ability to fulfill obligations in various areas of their non-work life as well as at work and at home is known as work-life balance (Delecta 2011). The concept of work-life balance involves making decisions to determine the right priorities between "work life" (career and ambitions) and "personal life" (happiness, leisure, family and spirituality). When most people enter the workforce, their lives become unbalanced. This happens because of the increasing demands of the job. When an employee experiences high workload and job demands, it becomes increasingly difficult for them to divide their time fairly between work and personal life. As a result, they may feel a lack of time for family and self, which can lead to stress, burnout and poor health.

Another challenge to achieving job satisfaction is employee burnout. Burnout is a type of fatigue that includes physical, emotional, and mental aspects, arising from heavy work pressure and a work environment that drains emotions, energy, and thoughts (Pines et al., 1989). Burnout is a condition where employees experience prolonged stress, boredom, and unwillingness to participate in work. Employees who experience burnout tend to always complain, blame others for mistakes, and show an angry and cynical attitude towards their coworkers and tasks.

Furthermore, working hours are too long and employees cannot optimally divide their time between work and family. Employees easily feel bored and tired if they are seen working in the same work area for a long period of time. The monotonous daily workflow will definitely reach a point of boredom at some point, leading to burnout felt by employees.

THEORETICAL REVIEW

Kepuasan Kerja

Luthans (2006) defines job satisfaction as an emotional, cognitive, effective, stemming response to one's evaluation of work.

Burnout

Maharani and Triyoga (2012) explain that burnout occurs when a person experiences emotional exhaustion due to high job demands, especially in situations that require service to many people.

Worklife Balance

Ramadhani (2013) also added that other components of work life balance can include appreciation, benefits, health insurance, and opportunities for leave.

METHODS

The method used in this research is a quantitative approach with a survey method. Sugiyono (2016) explains that quantitative methods are an approach in research specifically focusing on data that can be measured numerically or quantitatively. This approach focuses on collecting, analyzing, and interpreting data based on numbers or numerical measures. Sugiyono (2016) suggests that the survey method is used to collect information from the environment directly and to obtain data must submit several statements to respondents in the form of a questionnaire. This study determines the population of Kuningan Bank employees with a sample size of 103 respondents.

RESULT AND DISCUSSION

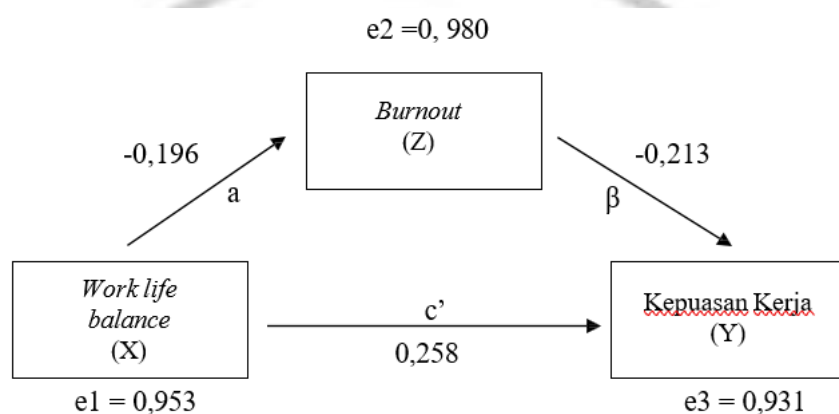


Fig. 1. Path Analysis Model Test Results

DISCUSSION

The effect of work life balance on job satisfaction. The analysis has been carried out, so that the results obtained are that work life balance partially has a positive and significant impact on job satisfaction. From the results of path analysis and t test, the value of $t_{count} > t_{table}$ or $3.157 > 1.660$ and sig value. $0,002 < 0,05$. This shows that H_1 in this study is accepted.

The effect of work life balance on burnout. The analysis has been carried out, so that the results obtained are that work life balance has a negative and significant impact on job satisfaction. From the results of the path analysis and t test, the value of $t_{count} < t_{table}$ or $-2.004 < 1.660$ and the value of sig. $0.002 < 0.048$. This shows that H_2 in this study is accepted.

The Effect of Work life balance on Burnout. The analysis has been carried out, so that the results obtained are burnout has a negative and significant impact on job satisfaction. From the results of the t test, the t_{count} value $< t_{table}$ or $-2.743 < 1.660$ and the sig value. $0,002 < 0,07$. This shows that H_3 in this study is accepted.

The effect of work life balance on job satisfaction through burnout as an intervening variable. The analysis has been carried out, the results of the path analysis show that the effect of work life balance on job satisfaction is smaller than the indirect effect through burnout or $0.258 > 0.042$. In addition, there is a decrease in the regression coefficient number of the Work life balance variable in the first step (Work life balance = 0.300 , $p = 0.002 < 0.05$) compared to the third step of Baron and Kenny's Steps (Work life balance = 0.285 , p

= 0.008 < 0.05). This fulfills the assumption in the fourth step of Baron & Kenny's Steps. The significant level of significance in both equations indicates that the mediation that occurs is partial. Partial mediation that occurs shows that Burnout bridges the indirect effect of Work life balance on job satisfaction of Kuningan Bank employees. However, without Burnout as a mediator variable, work life balance positively has a significant direct effect on job satisfaction. This shows that H₄ in this study is accepted.

CONCLUSION

From the findings of research and analysis that have been conducted with data processed through IBM SPSS Statistics 23, regarding the effects of work life balance on job satisfaction with burnout as a significant variable (survey of employees at Kuningan Bank), then, it's possible to conclude (1) Work-life balance positively and significantly affects job satisfaction; (2) work-life balance negatively and significantly affects burnout; (3) burnout negatively and significantly affects job satisfaction; and (4) burnout partially mediates the relationship between work-life balance and job satisfaction.

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