Effects of Work-Life Balance and Job Burnout Towards Job Satisfaction

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1. INTRODUCTION

Business development in Indonesia, particularly in the manufacturing industry, has significantly contributed to the country's economic growth. As a developing nation, Indonesia engages in economic development activities to address existing economic challenges, with a focus on the manufacturing sector. One notable example is PT. Sunrise Abadi Bandung City, established in 1999 under the name PD Sunrise and renamed PT. Eternal Sunrise Bandung City in 2009. This company specializes in supplying spare parts and producing machine engineering services.

The success of PT. Sunrise Abadi Bandung City as a manufacturing industry is supported by advanced technology and human resources (HR), which drive the company's activities. According to Rizaldi (2021), HR consists of employees who serve as movers, thinkers, and planners to achieve organizational goals. Consequently, companies must prioritize employee job satisfaction to reach their objectives.

Handoko (2016) defines job satisfaction as an employee's pleasant or unpleasant feelings and their sense of satisfaction or dissatisfaction with certain aspects of their work. Job satisfaction depends on the nature of the work; employees who feel satisfied tend to perform well, while those who are dissatisfied are less likely to do so (Wuryaningrat et al., 2024).

Data from PT. Sunrise Abadi Bandung City highlights the issue of job satisfaction. In 2018, the company started with 57 employees, hired 19, and saw 10 leave, ending the year with 66 employees. In subsequent years, the numbers fluctuated similarly, indicating a turnover likely caused by job dissatisfaction. This turnover can hinder the achievement of company targets. Wulantika & Koswara (2017) note that job satisfaction reflects an individual's attitude toward their work. To enhance job satisfaction, many companies are implementing work-life balance programs to help employees balance work and non-work activities.

According to Ula et al. (2015), work-life balance involves an individual's engagement in personal and work life without conflict. Effective work-life balance implementation can lead to increased job satisfaction. Previous research found that work-life balance significantly positively affects employee job satisfaction (Suku & Susanty, 2020; Waworuntu et al., 2022). Another factor influencing job satisfaction is job burnout. Dugani et al. (2018) state that job burnout results from high work stress, time pressure, and workload, coupled with inadequate company support. High job burnout correlates with lower job satisfaction. Indra & Rialmi (2020) found that job burnout significantly negatively affects employee job satisfaction at PT. Meka Eduversity Communications, which operates in overseas education consulting, programming, and event organizing.

Factors such as work-life balance, job burnout, and job satisfaction are interconnected, influencing employee performance (Gultom & Ferinia, 2023; Grisang & Waty, 2023). Understanding these relationships can help companies improve job satisfaction by fostering a healthy work-life balance and addressing job burnout. This research aims to analyze the influence of work-life balance and job burnout on employee job satisfaction at PT. Eternal Sunrise Bandung City. This study is supported by previous research by Ikhram (2019), which found that work-life balance and job burnout affect job satisfaction among employees of Perusahaan Listrik Negara (PLN) in South Makassar. Unlike previous studies, this research focuses on PT. Sunrise Abadi Bandung City, a manufacturing company specializing in spare parts and machine engineering.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work-Life Balance

According to Ricardianto (2018), Work-Life Balance is a system in the workplace designed to create an environment that balances personal life and work. McDonald et al. (2020) define Work-Life Balance as the degree to which individuals feel satisfied and equally engaged in their roles at work and in their lives outside of work. This program is implemented because companies have realized that balancing work and personal life is crucial (Wulur & Mandagi, 2023). Morale and job satisfaction increase when Work-Life Balance is implemented effectively. Ricardianto (2018) identifies the indicators of Work-Life Balance as satisfaction balance, innovation balance, and time balance.

Job Burnout

According to Rizka (2023), job burnout is a negative emotional reaction that occurs in the work environment when an individual experiences prolonged stress. Bakker et al. (2003) describe job burnout as a condition in which individuals feel a loss of energy both physically and psychologically, caused by unsupportive work situations and unmet work goals. Bakker (2003) identifies indicators of job burnout as physical exhaustion, mental exhaustion, and emotional exhaustion

Job Satisfaction

According to Afandi (2018), job satisfaction is an employee's positive attitude, including behaviors and feelings about their work, which reflects their appreciation for their significant achievements within the company. Jufrizen (2021) defines job satisfaction as a pleasant psychological state experienced by workers in a work environment due to the adequate fulfillment of their needs. The indicators of job satisfaction include co-workers, supervisors, promotions, wages, and work itself (Afandi, 2018; Kainde & Mandagi, 2023; Siddik et al., 2024).

Hypotheses Development

According to Ramadhani (2018), a balance of involvement is necessary for a company to achieve success. As workload and responsibility increase with higher positions within the company, employees must skillfully adapt to various roles in different situations. Previous research by Suku and Susanty (2022) found that work-life balance has a significant positive effect on employee job satisfaction at PT MNC Investama Tbk, specifically in the Media Social and Media Management Division. Therefore, the proposed hypothesis is:

H1: Work-life balance significantly influences job satisfaction among employees at PT. Sunrise Abadi in Bandung City.

According to Dugani et al. (2018), job burnout is driven by high work stress, high time pressure, and high workload, as well as poor company support. Based on previous research by Indra and Rialmi (2022), job burnout has a significant positive influence on employee job satisfaction at PT. Meka Eduversity. Communications is a company operating in the overseas education consulting sector, programming, and event organization. Therefore, the proposed hypothesis is:

H2: Job burnout significantly influences job satisfaction among employees of PT. Sunrise Abadi in Bandung City.

According to Buck (2019), job satisfaction arises when employees perceive their achievements as satisfactory and can manage both work and family needs. Work-life balance and job burnout are crucial factors influencing job satisfaction. Maintaining a healthy work-life balance ensures employees have the time and energy to pursue personal and professional goals, thereby enhancing job satisfaction. Ikhram's (2019) previous research demonstrated that work-life balance and job burnout significantly impact job satisfaction among Perusahaan Listrik Negara (PLN) employees in the South Makasar area. Therefore, the proposed hypothesis is:

H3: Work-life balance and job burnout simultaneously influence job satisfaction among employees at PT. Sunrise Abadi in Bandung City.
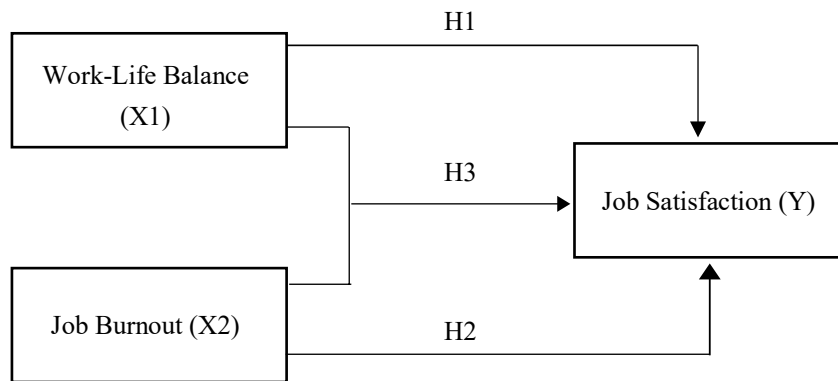
Figure 1.
Conceptual Framework
Source: Processed by the Author Using SPSS 27

3. RESEARCH METHOD

3.1 Research Design

This research employed data collection techniques derived from both primary and secondary data sources. According to Sugiyono (2019), primary data sources are those provided directly to data collectors. In this study, primary data were gathered through interviews with employees of PT Sunrise Abadi in Bandung City, distribution of questionnaires concerning Work-Life Balance, Job Burnout, and Job Satisfaction, and direct observations of the research subjects. On the other hand, Sugiyono (2019) defines secondary data sources as materials not directly provided to data collectors. Secondary data for this research were obtained from books, literature discussing the variables under study, and internet-based research from journals related to these variables.

Data collection took place from May to July 2023 at PT Eternal Sunrise in Bandung City. The research closely followed techniques for determining data, including defining populations and research samples. Narimawati et al. (2020) describe a population as the entire unit of analysis from which samples can be drawn—in this case, the population comprised 65 employees of PT Eternal Sunrise in Bandung City. Employing a saturated sampling technique, the study used a sample of 65 respondents who were employees of PT Eternal Sunrise. These respondents completed questionnaires, and the data underwent analysis using tests for Validity, Reliability, and the MSI Test. Subsequently, the author employed Descriptive and Verification Analysis methods, utilizing a quantitative approach involving Multiple Linear Regression Analysis with SPSS 27 software.

3.2 Classical Assumption Test

The following is a Classical Assumption Test to obtain more accurate results and is a regression equation that has BLUE properties:

Normality Test

According to Ghozali (2018) the Normality Test aimed to find out if each variable is normally distributed by carrying out the Kolmogorov-Smirnov Test. Decisions are taken based on probability (Asymptotic Significance), namely if the probability is > 0.05 then the population is normally distributed. The Normality Test are presented in Table 1:

Table 1.

Normality Test

		Unstandardized Residual
N		65
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.32922725
Most Extreme Differences	Absolute	.074

A Sig result of 0.200 is greater than 0.05 or 5%, so it can be concluded that the research data is normally distributed, in other words, the assumption of data normality is met.

Multicollinearity Test

According to Ghozali (2018) the Multicollinearity Test aimed to see if the regression model finds a correlation between X1 and X2. The guideline for a regression model that is free of multicollinearity is a Variance Inflation Factor (VIF) value ≤ 10 and Tolerance value ≥ 0.1. The Multicollinearity Test are presented in Table 2:

Table 2.

Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work-Life Balance	.891	1.123
	Work Burnout	.891	1.123

There was no strong correlation found between Work-Life Balance and Work Burnout because the VIF < 10 and Tolerance > 0.1, it can be concluded that the data multicollinearity assumption research is fulfilled.

Heteroscedasticity Test

According to Ghozali (2018) the Heteroscedasticity Test aimed to see if in the regression model, there is inequality/variance from the residuals of one observation to another. If there is a pattern then heteroscedasticity occurs and if there is no clear pattern then heteroscedasticity does not occur. The Heteroscedasticity Test are presented in Figure 2:
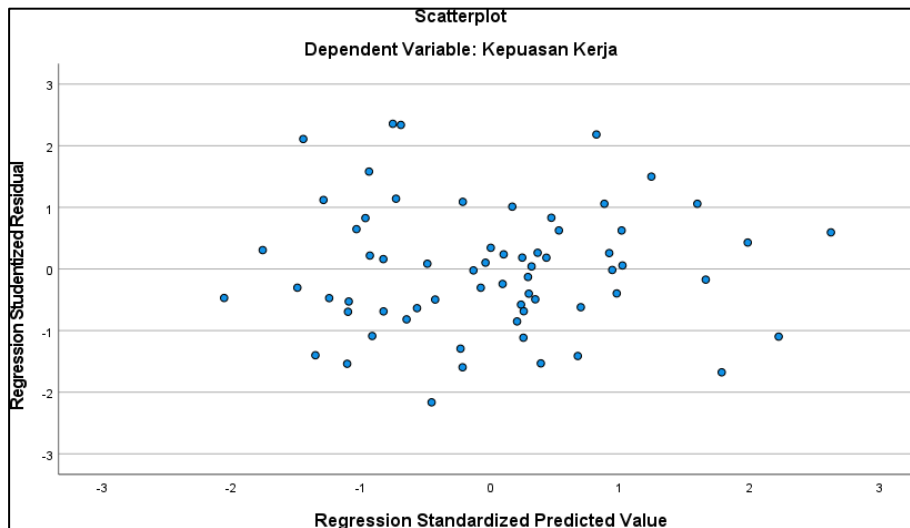
Figure 2.
Heteroscedasticity Test
Source: Processed by the Author Using SPSS 27

The distribution spreads above and below the number 0 on the Y-axis and doesn't form a particular pattern, so it can be concluded that heteroscedasticity does not occur.

4.   RESULTS AND DISCUSSIONS

4.1 Multiple Linear Regression

The Multiple Linear Regression to see the influence of variables X1 and X2 on Y simultaneously are presented in Table 3:

Table 3.

Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.292	5.065		5.388	.000
	Work-Life Balance	.858	.163	.500	5.251	.000
	Job Burnout	-.481	.127	-.360	-3.779	.000

The *a* value is 27,292; β1 is 0.858, and β2 is -0.481. So, the Multiple Linear Regression equation that will be formed is as follows:

Y= 27.292 + 0.858X1 - 0,481X2

If PT. Sunrise Abadi Bandung City is able to implement and control every factor of Work-Life Balance and Job Burnout in employees, so it will be able to increase employee Job Satisfaction. However, if this does not happen, then job satisfaction will be stagnant or there will be no changes in the future.

4.2 Correlation Coefficient Analysis

Correlation Coefficient Analysis was performed to see the closeness of the relationship between X1, X2, and Y using Pearson Product Moment where 0.00-1.199 means Very Low, 0.20-1.399 is Low, 0.40-1.599 means Medium, 0.60-1.799 means Strong, and 0.80-1.00 means Very Strong. The following is the Correlation Coefficient Analysis in this research:

Partial Correlation Coefficient Analysis (X1 with Y)

The Partial Correlation Coefficient (X1 with Y) are presented in Table 4:

Table 1.
Partial Correlation Coefficient (X1 with Y)

Work-Life Balance			Job Satisfaction
Work-Life Balance	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	65	65
Job Satisfaction	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	65	65

The correlation value between Work-Life Balance and Job Satisfaction is 0.619. Based on the interpretation of the correlation coefficient, 0.619 is included in the Strong relationship category. The value of 0.619 is positive, meaning the relationship between the two is in the same direction. So, it can be concluded that the better the Work-Life Balance, the better the Job Satisfaction of employees will be.

Partial Correlation Coefficient Analysis (X2 with Y)

The Partial Correlation Coefficient (X2 with Y) are presented in Table 5:

Table 2.
Partial Correlation Coefficient (X2 with Y)

		Work-Life Balance	Job Satisfaction
Job Burnout	Pearson Correlation	1	-.525**
	Sig. (2-tailed)		.000
	N	65	65
Job Satisfaction	Pearson Correlation	-.525**	1
	Sig. (2-tailed)	.000	
	N	65	65

The correlation value between Job Burnout and Job Satisfaction is 0.525. Based on the interpretation of the correlation coefficient, 0.525 is included in the Medium relationship category. A value of 0.525 is negative, meaning that the relationship between the two is not in the same direction. So, it can be concluded that the higher the saturation, the employee job satisfaction will also decrease.

Simultaneous Correlation Coefficient Analysis

The Simultaneous Correlation Coefficient Analysis are presented in Table 6:

Table 3.
Simultaneous Correlation Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706ᵃ	.499	.483	4.39850

The correlation value between Work-Life Balance, Job Burnout and Job Satisfaction is 0.706. Based on the interpretation of the correlation coefficient, 0.706 is included in the Strong relationship category. So, it can be concluded that a good Work-Life Balance and a low level of Job Burnout tend to contribute positively to Employee Job Satisfaction.

4.3 Determination Coefficient Analysis

Determination Coefficient Analysis is carried out to see how far the model can explain dependent variable variations. For Partial Determination Coefficient Analysis use the formula Beta x Zero Order x 100% and for Simultaneous Determination Coefficient Analysis use the formula R^2 x 100%. Here are the results:

Partial Determination Coefficient Analysis

The Partial Determination Coefficient Analysis are presented in Table 7:

Table 4.
Partial Determination Coefficient Analysis

Model		Standardized Coefficient	Correlations
		Beta	Zero-order
1	(Constant)		
	Work-Life Balance	.500	.619
	Job Burnout	-.360	-.525

The Beta and Zero Order values were calculated for each variable as follows: Work-Life Balance (X1) yielded a value of 0.310, or 31.0%, indicating its significant impact on Job Satisfaction. Meanwhile, Work Saturation (X2) resulted in a value of 0.189, or 18.9%, highlighting its lesser but still notable influence on Job Satisfaction. Among these variables, Work-Life Balance emerged as the most dominant factor influencing Job Satisfaction, accounting for 31.0%, followed by Job Burnout at 18.9%.

Simultaneous Determination Coefficient Analysis

The Simultaneous Determination Coefficient Analysis are presented in Table 8:

Table 5.
Simultaneous Determination Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706a	.499	.483	4.39850

The R-square value is 0.499 which ranges from 0 to 1. An R-square value that is close to 1 indicates that the model formulated to explain Job Satisfaction is said to be good. The table above shows the influence of Work-Life Balance and Work Burnout on employee Job Satisfaction at PT. Sunrise Abadi Bandung City was 49.9%. Meanwhile, the remainder, namely 50.1%, is influenced by other factors not examined by researchers, namely Work Motivation, Work Stress, Work Load, Work Environment, Work Productivity, and Work Loyalty.

4.4 Determination Coefficient Analysis

The following is a hypothesis test to examine the influence of work-life balance and job burnout on job satisfaction among employees at PT. Sunrise Abadi in Bandung City, both individually and collectively.

Partial Hypothesis Test X1 (t-Test)

The following is the hypothesis of this research:

- $H_0 1$: $\beta 1 = 0$, There is no influence of Work-Life Balance on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

- $H_1 1$: $\beta 1 \neq 0$, There is an influence of Work-Life Balance on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

The Partial Hypothesis Test X1 (t-Test) are presented in Table 9:

Table 6.
Partial Hypothesis Test X1 (t-Test)

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	27.292	5.065		5.388	.000
	Work-Life Balance	.858	.163	.500	5.251	.000
	Job Burnout	-.481	.127	-.360	-3.779	.000

The t-calculated value obtained for Work-Life Balance is 5.251. This value will be compared with the t-table value in the t-distribution table with:

- α   = 0,05/2 = 0,025
- Df   = n – k – 1 = 65 – 2 – 1 = 62

The t-table value obtained for the two-party test is ±1.999. The calculated t-value obtained was 5.251, which was outside the t-table value (-1.999 => 1.999). So, H_0 is rejected and H_1 is accepted, so partial Work-Life Balance has a significant effect on Job Satisfaction at PT. Sunrise Abadi Bandung City employees. These results are supported by research that belongs to Suku & Susanty (2022) which states that Work-Life Balance has a significant positive effect on job satisfaction at PT MNC Investama Tbk employees (Study in the Media Social and Media Management Division), namely a company that operates in the corporate sector.

Partial Hypothesis Test X2 (t-Test)

The following is the hypothesis of this research:

$H_0 1$: $\beta 1 = 0$, There is no influence of Job Burnout on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.
$H_1 1$: $\beta 1 \neq 0$, There is an influence of Job Burnout on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

The Partial Hypothesis Test X2 (t-Test) are presented in Table 10:

Table 7.
Partial Hypothesis Test X2 (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.292	5.065		5.388	.000
	Work-Life Balance	.858	.163	.500	5.251	.000
	Job Burnout	-.481	.127	-.360	-3.779	.000

The t-calculated value obtained for Work Burnout is -3.779. This value will be compared with the t-table value in the t-distribution table with:

α   = 0,05/2 = 0,025
Df   = n – k – 1 = 65 – 2 – 1 = 62

The t-table value obtained for the two-party test is ±1.999. The calculated t-value obtained was -3.779, which is outside the t-table value (-1.999 => 1.999). So, H_0 is rejected and H_1 is accepted, so partial Job Burnout has a significant effect on employee Job Satisfaction at PT. Eternal Sunrise Bandung City. These results are supported by research that belongs to Indra & Rialmi (2022) which states that Job Burnout has a significant positive influence on employee Job Satisfaction at PT. Meka Eduversity Communications is a company operating in the overseas education consulting sector (Virtu Education), programming (Codeva), and event organizer.

Simultaneous Hypothesis Test (F-Test)

The following is the hypothesis of this research:

H_01: $\beta1 = 0$, There is no influence of Work-Life Balance and Job Burnout on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

H_11: $\beta1 \neq 0$, There is an influence of Work-Life Balance and Job Burnout on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

The Simultaneous Hypothesis Test (F-Test) are presented in Table 11:

Table 8.
Simultaneous Hypothesis Test (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1193.852	2	596.926	30.854	.000[b]
	Residual	1199.501	62	19.347		
	Total	2393.354	64			

It is known that the calculated f value is 30,854 using a significance level of 0.05/5%. So from the distribution table, F is obtained from table f values as follows:

df1= k – 1 = 3 – 1 = 2
df2= n – k = 65 – 3 = 62

An F-table value of 3.15 (df = 2 and 62) and an F-count of 30.854 were obtained, with a significance level (sig) of 0.000, which is less than 0.05. Consequently, H0 is rejected and H1 is accepted, indicating that a significant influence of Work-Life Balance and Job Burnout on Job Satisfaction among employees of PT. Eternal Sunrise in Bandung City is demonstrated. These findings are supported by research conducted by Rohmah (2019), which reported that Work-Life Balance and Job Burnout significantly influence Job Satisfaction, both partially and simultaneously, among employees at the Bandung SDA Research and Development Center, a government agency focused on water resources research and development. Similarly, it was found by Ikhram (2019) that Work-Life Balance and Job Burnout impact Job Satisfaction among employees of Perusahaan Listrik Negara (PLN) in the South Makassar area.

5   CONCLUSIONS

Based on the results of the data analysis and discussion previously described, here are the conclusions:

1. Life Balance, Job Burnout, and Job Satisfaction at PT. Sunrise Abadi Bandung City employees are included in the fairly good classification.

2. Work Life Balance has a significant effect on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

3. Job Burnout has a significant effect on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

4. Work Life Balance and Job Burnout have a significant effect on Job Satisfaction at PT. Sunrise Abadi Bandung City employees.

The results of this research can serve as a reference for agencies aiming to enhance employee work-life balance. Agencies can achieve this by providing strong moral support, ensuring that employees feel supported by their colleagues and superiors. Additionally, to reduce job burnout, agencies should assign tasks and responsibilities that align with employees' abilities and capacities, preventing excessive fatigue and helping employees manage their emotions effectively.

To improve job satisfaction, agencies should implement fair promotion rules for all employees. Clear promotion criteria, based on measurable work results and years of service, will motivate employees and contribute to the company's vision, mission, and goals.

For future researchers interested in similar studies, it is recommended to include additional variables such as employee competence and the implementation of work procedures. Furthermore, exploring other factors that influence job satisfaction is encouraged. Future research should also consider different types of companies, such as manufacturing firms and those in other sectors in Bandung City.

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