

# The Influence Work-Life Balance and Burnout on Job Satisfaction of Banking Industrial Employees in Pekanbaru City

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# The Influence Work-Life Balance and Burnout on Job Satisfaction of Banking Industrial Employees in Pekanbaru City

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## Abstract

This research aims to test the effect of work-life balance and burnout on employee job satisfaction in the Pekanbaru city banking industry, both simultaneously and personally. This research is quantitative research. The sample in this study is a total of 100 employees of the banking industry in the city of Pekanbaru. The sampling technique used is saturated sampling by the way all populations are sampled. Data collection is by the primary method obtained from the results of the questionnaire distribution. The analysis technique used is multiple linear using the smartPLS version 3 application. Based on the results of research, it is shown that work-life balance (X1) has a positive and significant effect on Job Satisfaction (Y) and burnout (X2) has a positive and significant effect on job satisfaction (Y) in employees of the banking industry in the city of Pekanbaru. The three variables together work-life balance and burnout have a positive and significant effect on job satisfaction in employees in the banking industry in the city of Pekanbaru.

**Keywords:** Burnout, Job Satisfaction, Work-Life balance.

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## 1. Introduction

In the current era of globalization, competition in the business world is getting increasingly intense and more selective. Consequently, companies need a large number of employees and set specific targets to be achieved through their work. This approach not only meets organizational needs, but also provides employees with self-satisfaction through their achievements and performance (Chen, 2022). For some employees, work is assumed as a burden activity so that carrying it out is only a requirement and necessity for survival (Agustin, 2015; Jayasingam et al., 2023).

In a company, employees are one of the important components of human resources for the company. Employees or people are the main element in the development of the company. Thus, they are required to continue to improve quality and develop their professional abilities, while also having to have competitiveness between employees, so that productivity and target achievement in the company can be fulfilled. The success of a company is supported by human resources or what are usually called quality employees, and they contribute greatly to the company because they are very valuable assets and have an important role in a business. This was stated by Hasibuan in (Wildo Wenno, 2018).

According to Fauzi and Ekhsan (2023), human resources are the extraordinary abilities of thinking power and physical power possessed by each individual perpetrators and their characteristics are carried out by heredity and the surrounding environment. Meanwhile, their work performance is motivated by the desire to fulfill individual satisfaction. On the other hand, satisfaction itself refers to a feeling experienced by someone, where he will feel satisfied and have a happy feeling when expected has fulfilled or received in excess from hope (Iddagoda et al., 2021; Warren, 2021).

According to (Davis and Newstrom, 1994) in Asepta & Maruno (2018), employee job satisfaction is a set of employees' feelings about whether the work is enjoyable or not. Indrian et al. (2023) said that job satisfaction in a company is crucial because basically the level of job satisfaction of employees varies. Company activities that can

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olve human resources can be related to wages or salaries that will be received by employees, opportunities for career development, relationships with other employees, work placement, type of work, company organizational structure, and the quality of supervision. Meanwhile, what is directly related to human resources is the elements of health condition, ability, and education.

In order to create and maintain employee satisfaction, who are required to always achieve the required targets, companies commonly take steps to implement a work-life balance program. According to Frame and Hartog in Kirby *et al.* (2013), meaningful work-life balance between lives in the meaning of work is that employees with free are able to use flexible time for balancing work. This is an important factor for a company needs to pay attention when making policies so that work productivity is well-maintained and employee satisfaction can be achieved.

Work-life balance is a balance between all aspects of human life (Hidayat, 2017), as well as how someone seeks balance and comfort at work and outside of work. According to research by Junaidin *et al.* (2019), work-life balance has positive influence towards job satisfaction, where the work-life balance increases in a company also the level work job satisfaction felt by employees.

According to the other researches, work-life balance has a significant effect on employee job satisfaction. However, Alianto & Anindita (2018) mentioned that work-life balance does not affect job satisfaction. A high level of work-life balance cannot increase job satisfaction, and conversely a low level of work-life balance cannot reduce job satisfaction. One of the other challenges to achieving job satisfaction is burnout. According to (Binder, 2017:6) in Rondonuwu *et al.* (2019), burnout can be defined as a fatigue syndrome, namely where the state of psychological stress that is so extreme that the individual experiences mental and physical emotional exhaustion and low motivation to work. If not diagnosed with internal and external balance restored, then mental will be disturbed. Burnout, which is accompanied by both physical and mental symptoms originating from poor adaptation, may be accompanied with frustration, in relation to himself towards work (Costa, 2017).

In this case, employees experience burnout, employee job satisfaction will decrease so that there is no productivity resulted. In research conducted by Hafizh *et al.* (2021) shows that burnout has an insignificant negative influence towards employee job satisfaction, interpreting that burnout as emotional and mental exhaustion caused by extremely stressful situations. Burnout shows that it has a negative influence on job satisfaction. The more burnout increases in a company, the lower the level of job satisfaction felt by the employees. Based on the results of the Regus survey in 2012, it was reported that the level of stress at work (burnout) in Indonesia was around 73%, reaching around 122.000 participants spread throughout Indonesia. In this case, Indonesia experienced an increase of 9% in 2022, and in 2021 the stress level only 64%. Burnout has become a common problem in the world. Moreover, the number of cases of work stress in England is 385.000 cases, and in Wales reaching 11.000 to 26.000 cases.

In the case of rapid population growth in Pekanbaru and the increasing number of various fields of work, changes in work styles, family unity, and quite extensive work opportunities, accompanied by busy routines and pressures of personal life and work, greatly affect performance and consistency in work. Such situations often happen employees in the city of Pekanbaru. Regarding to this phenomenon, many things are experienced is the imbalance between work time with the time for people and time for family. Full of pressure and demanded to work to the maximum energy is very forcing employees to face uncomfortable and stressful situations at work so that they experience burnout. In order to prevent acute work stress from occurring and increase productivity, companies in the city of Pekanbaru, especially in the banking industry, need to pay attention to job satisfaction among their employees by trying to improve work-life balance and avoid burnout.

## 2. Literature Review

### 2.1. Work-Life Balance

According to Muliawati & Frianto (2020), work-life balance aims to provide employees with greater facilities in their work so that they can balance their responsibilities and interests outside of work. Clark in Nanzushi (2015), believes that there is a correlation between work-life balance and employee job satisfaction and commitment to the organization. Experience can help them to achieve success for the company. Hafid & Prasetyo (2019) explain that work-life balance is an individual's ability to maintain between work life and personal life. Loehr (2019:29) in Maharani *et al.* (2023) describe that work-life balance when standing with both hands stretched out on one side of the work life and the other side of personal line then it can make both of them balance each other. As stated by Isnatun *et*

al. (2020) that work-life balance is defined by the individual's ability to carry out responsibilities and commitment to work life and family as well as personal life.

Based on several expert opinions, it can be concluded that work-life balance is a balanced relationship between work and personal life. If these both things can run well in accordance with the roles and responsibilities to fulfill their work, then productivity in the company will also increase. On the other hand, work-life balance according to Ganapathi (2016) in Selvia Devi Safitri & Frianto (2021) has several indicators, namely balance of time, in this case related to work time and activities outside work; engagement balance, tend involve psychological and commitment of an individual in work; and balance of satisfaction, this refers to the level of individual satisfaction with the balance of work life and personal life.

## 2.2. Burnout

According to Ismayanti *et al.* (2020), burnout is the extreme fatigue due to work demands that are increasing rapidly to achieve the targets set by the company. According to Christiana (2020), burnout is a psychological reaction where individual employees do not carry out their duties properly due to the emotional demands or stress of the work they do since the high intensity and rigid work causes a person to feel tired and bored both emotionally and physically.

Therefore, burnout is emotional exhaustion resulting from acute work stress. Burnout occurs in almost every organization due to conditions related to various problems faced, high emotions, competition between fellow employees, as well as avoiding difficult work and preferring the easy way. In this problem, it can be seen that burnout can arise due to internal conditions of someone to environmental factors, such as prolonged boredom (Indra & Rialmi, 2022). According to Tumbel, Tinneke M, Pangemanan (2017), the indicators of burnout are (1) exhaustion, marked with prolonged fatigue both physically, mentally and emotionally; 2) cynicism, characterized by a cynical attitude and a tendency to withdraw from the work environment; and 3) ineffectiveness, characterized by feelings of helplessness that all the tasks given are difficult.

## 2.3. Job Satisfaction

Satisfaction is basically a personal thing, and everyone individual also have different levels of satisfaction, making the measurements vary greatly (Specchia *et al.*, 2021). Work Satisfaction (job satisfaction) related with general attitude of someone towards his work (Permana *et al.*, 2021). According to Robbins and Judge, in Arumningtyas & Trisafidaningsih (2021) job satisfaction is a positive feeling about the work produced from an evaluation. According to Nur & Kadarisman (2017), job satisfaction itself means that employees who work according to their abilities and areas of expertise, receive the expected salary and have a supportive work environment, will experience higher job satisfaction.

From the definitions above, it can be concluded that job satisfaction is the mental or psychological readiness of an individual or employee for good performance. Generally, job satisfaction is defined as the pleasant or unpleasant way employees view their work. Besides, work satisfaction itself is a crucial element for an organization. This is because work satisfaction influences the diligent and lazy behavior of employees. The following are indicators of job satisfaction according to Lumunon *et al.* (2019) are as follows: 1) salary earned, employees want the salary or wages received in accordance with the workload, 2) position promotions, opportunities and career development programs, 3) support from co-workers, good relationships with co-workers can provide satisfaction at work, 4) supervision or superior, the attitude of superiors who provide support will give work motivation in employees, 5) work itself, the work given is in accordance with the employee's abilities and skills.

## 2.4. Hypothesis

### 2.4.1. Correlation of Work-Life Balance on Employee Job Satisfaction

According to Frame and Hartog in Kirby *et al.* (2013), work-life balance, which means balance between life and work, means that employees can freely use flexible working hours to balance their work. This becomes an important factor that a company needs to pay attention to when making policies so that work productivity is maintained and employee satisfaction is achieved.

McDonald and Bradley in Ramadhani (2013) mentioned there are three ways to measure work-life balance, namely the balances of time, engagement, and satisfaction. Besides implementing work-life balance for the company and



employees, it needs to pay attention to job satisfaction<sup>20</sup>. This is because job satisfaction influences employee performance and has a positive impact on employees. Satisfied employees will have a positive influence on the company, such as company efficiency and productivity. Likewise, dissatisfied employees will have a negative influence or turnover so that companies also concern to employee job satisfaction.

Based on research conducted by Tumbel, Tinneke M, Pangemanan (2017) revealed that work life balance has a positive and significant influence on satisfaction.

H1: It is suspected that work-life balance has a significant influence on employee job satisfaction

#### 2.4.2. Correlation of Burnout on Employee Job Satisfaction

According to (Binder, 2017:6) in Cahyadi & Prastyani (2020), burnout as a syndrome fatigue that is where circumstances stress in a way psychology. This is very extreme so that individuals experience mental and physical emotional exhaustion and low motivation to work. If not diagnosed with internal and external balance restored, then mental disorders will occur. In this case, if employees experience burnout, employee job satisfaction will decrease so that no productivity is produced. In order to prevent burnout, companies must pay close attention to overall job satisfaction. Excessive workload given that is not in accordance with their field makes employees feel stressed when carrying out continuous work (Ramadhan & Frendika, 2022).

Based on results research conducted by Selvia Devi Safitri & Frianto (2021)<sup>8</sup> in their research found that employee burnout has a significant positive correlation with work satisfaction.

H2: It is assumed that burnout has significant positive influence on employee job satisfaction

#### 2.4.3. Correlation between Work-Life Balance and Burnout on Employee Job Satisfaction

According to Nur & Kadarisman (2017), job satisfaction itself means that if employees work according to their abilities and areas of expertise, receive the expected salary, and have a supportive work environment, will experience higher job satisfaction. Therefore, companies must encourage employees to work well, but they also deserve a life outside of work that must be considered, such as family, friends, studies, and other commitments.

What should be more<sup>13</sup> concerned is the occurrence of burnout because it will not only have negative effects on each individual, such as<sup>13</sup> depression, feelings of failure, fatigue, and loss of motivation, but also have consequences for the organization such as absenteeism, turnover, and can reduce work productivity. When doing work if the level of burnout is low, it will create high job satisfaction.

Based on the results of research conducted by Tumbel, Tinneke M, Pangemanan (2017), it shows that work-life balance and burnout have a positive and significant influence on job satisfaction.<sup>24</sup>

H3: It is suspected that work-life balance and burnout have a significant influence on employee job satisfaction.

### 3. Methods

This study used a quantitative approach method because it analyzed the individuals or employees themselves. The population itself is an area consisting of objects that have certain characteristics set by the researchers to study and then draw conclusions. As for this study, the population was 100 employees who work in the Banking industry throughout the Pekanbaru area. Meanwhile, the sample is part of the object taken from the whole and is considered to represent the population. The sampling method used in this study was carried out by non-probability sampling method using saturated sampling technique. This is a sample determination where all members of the population are used as samples.

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### 4. Result and Discussions

In the data collection process, data was entered and then a feasibility test was carried out using the SmartPLS version 3 application before carrying out a Measurement Model Evaluation. The initial stage carried out by researchers aimed to evaluate the value of each statement used to measure reflective indicators. The guidelines used are the guidelines of Tabachnik and Fidell (2007) in Prad<sup>27</sup> Perkasa *et al.* (2021), which measures the feasibility of indicators with the following value limits: loading above 0,71 (excellent), loading 0,63 (very good), loading 0,5 (good), loading 0,45 (fair), and loading 0,32 (poor).

4.1. Test Validity

According to Tabachnik and Fidell (2007), to declare an indicator as valid, the loading factor on the construct variable being tested must exceed 0,71, which is considered as "excellent" level. Results validity testing by using smartPLS Version 3 displays the loading factor values in the outer loading.

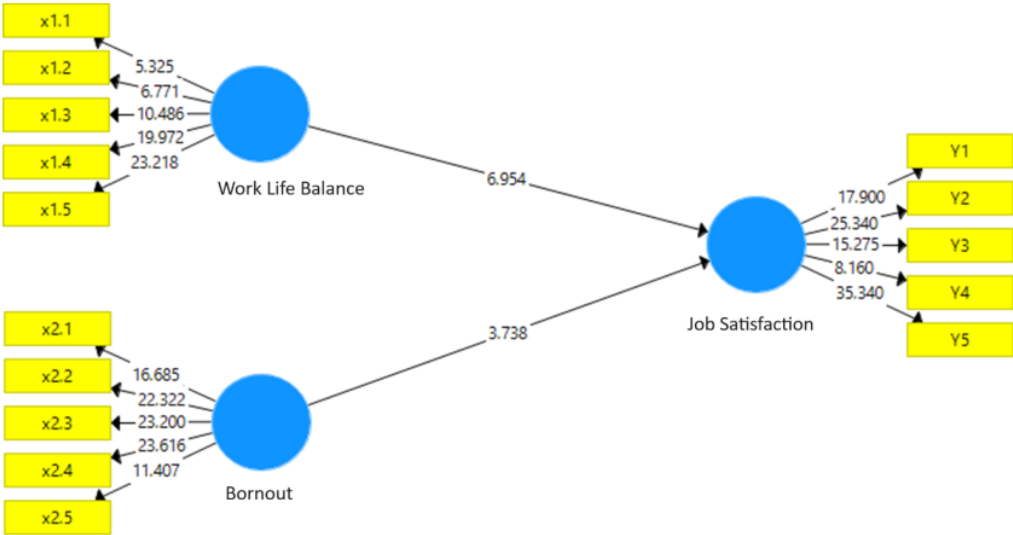


Figure 1. Diagram Path PLS Algorithms

Table 1. Test Validity Results

Variable	Bornout	Job Satisfaction	Work Life Balance
Y1		0.864	
Y2		0.893	
Y3		0.837	
Y4		0.758	
Y5		0.890	
x1.1			0.611
x1.2			0.705
x1.3			0.822
x1.4			0.876
x1.5			0.883
x2.1	0.878		
x2.2	0.932		
x2.3	0.902		
x2.4	0.906		
x2.5	0.723		

After calculating the loading factor, the value shows that the strong indicator has a value above 0,7, which can be considered "excellent". Further data analysis includes an assessment of the validity value possessed by each variable (AVE) in the context of reliability and validity, which can be described as shown on Table 2.

**Table 2.** Results Test Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Life Balance (X1)	0.840	0.859	0.888	0.619
Bornout (X2)	0.919	0.925	0.940	0.759
Work Satisfaction (Y)	0.903	0.908	0.928	0.722

The results of the validity test evaluation in Table 3 above show that the Average Variance Extracted (AVE) value is greater than 0,5 for all constructs in the research model. Thus, the AVE values for these four variables meet the requirements for convergent validity.

#### 4.2. Reliability Test

Then, reliability was tested with look at the composite value reliability on Table 2. A composite reliability value that exceeds 0,7 indicates that the construct is able to explain more than 50% of the variance of the indicator. All constructs in the estimated model meet the criteria for discriminant validity. The lowest composite reliability value is 0,888 for the Work Life Balance construct. reliability test is strengthened by the results of Cronbach's alpha on the smartPLS Version 3 output, with the recommended value requirement exceeding 0,6. In the table above, the Cronbach's alpha value for all constructs exceeds 0,6. The lowest value was recorded in the Work Life Balance construct at 0,840.

#### 4.3. Evaluation of Structural Models

The initial stage in evaluating a structural model aims to carry out analysis and check the possibility of collinearity between constructs and the predictive ability of the model. Next, it was done by measuring ability predictions model using five criteria, namely coefficient of determination ( $R^2$ ), path coefficient, adjusted redundancy ( $Q^2$ ), and path coefficient (corresponding with explanation by Sarstedt and colleagues in 2017).

The coefficient of determination ( $R$ -square) was used to assess the extent to which exogenous (free) variables can explain variation in the endogenous (dependent) variable. This involves testing the significance of the influence of the independent (exogenous) variable on the dependent (endogenous) variable.

**Table 3.** Results of Coefficient Determination Test

	R - Square	R - Square Adjusted
Job Satisfaction (Y)	0.531	0.521

The results of data processing show that the  $R^2$  value for the job satisfaction variable construct shows a value of 0.531, meaning that each value variance influences for job satisfaction with the percentage of 53.1%. This value is in the moderate value category and is in accordance with (Sarstedt, 2019) who defines the coefficient value determination expected between 0 and 1, mark  $R^2$  0.60 (strong), 0.50 (moderate), and 0.25 (weak).

#### 4.4. Direct Effect Hypothesis Test

After processing the data using smartPLS version 3 analysis to test the hypothesis, this research was carried out through a bootstrapping procedure using a confidence level of 95%, which means a level of precision or the uncertainty limit is 5% (0.05), and the T-table value used is 1.98. If the T-table value is greater than 1.98, then the hypothesis can be accepted. The results of the bootstrapping analysis shown on Table 4.

**Hypothesis Testing (H1)**, Table 4 answers the first hypothesis that there is a significant influence between Work Life Balance and Job Satisfaction with a statistical t-value of  $6.954 > 1.98$  t-table with a positive original sample value of 0.609, meaning that Work Life Balance has a positive and significant influence on Job Satisfaction.

**Hypothesis Testing (H2)**, Table 4 answers the second hypothesis that there is a significant influence between Bornout and Job Satisfaction with statistical t-value of  $3.738 > 1.98$  t-table with a positive original sample value of 0.236, meaning that Bornout has positive and significant influence on Job Satisfaction.

**Hypothesis testing (H3)**, Table 4 answers the third hypothesis that there is an influence between Work Life Balance and Bornout on Job Satisfaction simultaneously with an  $R^2$  value of 0,513 or 51,3% with a moderate positive and significant level of influence.

**Table 4.** Results Test Bootstrapping

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
Work Life Balance (X1) - > Job Satisfaction (Y)	0.609	0.598	0.088	6.954	0.000
Bornout (X2) -> Job Satisfaction (Y)	0.236	0.249	0.063	3.738	0.000

## 5. Conclusions

Based on the results description research analysis above, it can be concluded that there is a significant influence between Work Life Balance and Job Satisfaction of Banking Industry Employees in Pekanbaru city. Besides, there is a significant influence between Bornout and Job Satisfaction Banking Industry Employees in Pekanbaru city, where Job Satisfaction will decrease if Bornout occurs. Then, there is a correlation between Work Life Balance and Bornout on Work Satisfaction simultaneously and with a moderate level of influence, namely positive and significant, where they will merge with each other when it comes to work-life balance or balancing work with personal relationships. Burnout will not occur and will result in Job Satisfaction for employees if a company can increase its productivity.

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