

THE INFLUENCE OF WORK-LIFE BALANCE AND WORK ENVIRONMENT ON JOB SATISFACTION WITH BURNOUT AS INTERVENING OF MILENIAL EMPLOYEES DURING COVID-19 PANDEMIC IN BEKASI DISTRICT

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Abstract

Job satisfaction is one of the important roles for the sustainability of an organization. In nurturing job satisfaction, organizations must pay attention to the quality of employees because job satisfaction is one of the standards for employees for the work they do and for the company where they work. The purpose of this study is to determine the influence of work-life balance and work environment on job satisfaction with burnout as a mediating variable. This study utilized a quantitative method with millennial generation employees in Bekasi Regency as the sample with a total of 96 respondents. This research used SmartPLS data processing software and the data collection was done through Google Form. This study shows that there was no significant influence of work-life balance on job satisfaction of millennial employees during Covid-19 Pandemic in Bekasi Regency, there was a positive and significant influence of work environment on job satisfaction of millennial employees during Covid-19 Pandemic in Bekasi Regency, there was negative and significant influence of burnout on job satisfaction of millennial employees during Covid-19 Pandemic in Bekasi Regency, there was a negative and significant influence of work-life balance on burnout, there was a negative and significant influence of work environment on burnout of millennial employees during Covid-19 Pandemic in Bekasi Regency, and a finding about burnout that could mediate work-life balance and work environment negatively and significantly on the job satisfaction of millennial employees during Covid-19 Pandemic in Bekasi Regency.

Keywords: *Work-life balance, work environment, burnout, job satisfaction*

1. INTRODUCTION

Indonesia has many industrial estates consisting of various corporate sectors, such as the automotive sector, food and beverage sector, textile sector, electronics sector, medicine sector, and others. This then ultimately creates a great competition from one business to another and it requires a company to pay better attention to its internal and external factors so that the company can continue to maintain its existence and can survive in competition with other businesses, one of which is human resources (HR). In achieving its goals, a company must pay attention to its resources, especially human resources.

Competition in business that is getting stronger and more competitive now requires all businesses to compete in improving the quality of their companies and as a way to improve this quality is through improving the quality of their own human resources so that all employees can feel satisfied in carrying out their jobs.

Job satisfaction is used in an organization or company to describe how satisfied someone is in carrying out their work. As stated by Azdanal et al., (2021), job satisfaction felt by employees is something that is very essential and should get attention from the company because this is one of the benchmarks for the feelings of employees when doing their jobs and feelings for the company where they work. This makes many organizations or companies compete in developing programs and training to increase job satisfaction so that existing workers can become loyal and increase work productivity.

One of the programs that can be implemented by the company to increase employee satisfaction in carrying out their work is the implementation of Work-Life Balance. The existence of a work-life balance can increase job satisfaction because work-life balance allows employees to balance the demands of their work with their personal lives. In addition, the existence of a work-life balance can reduce the level of burnout for employees in a company (Siregar, 2020).

Apart from the Work-Life Balance factor, another factor to measure employee satisfaction at work is the work environment of a company. A good work environment can give a comfortable impression for employees to carry out their work and can reduce employee boredom at work. In addition to this, the work environment should be able to create good mental health for employees so that employees can focus on work. With the realization of a work environment that is in accordance with the wishes of employees, employees will feel satisfied in doing their jobs. This shows that the work environment has a positive and significant influence on job satisfaction (Astuti & Iverizkinawati, 2018).

The object of this research is millennial employees in Bekasi Regency where millennial generation employees are known to always pay attention to several aspects of work such as work-life balance, skill improvement, and also the support of a supportive environment. However, the number of jobs given to millennial employees and excessive working time can cause employees to feel tired and feel burnout easily so that this phenomenon causes a decrease in job satisfaction. Based on this description, the purpose of writing this research is to understand the direct influence of work-life balance on job satisfaction of millennial employees in Bekasi Regency, the influence of the work environment on millennial employee's job satisfaction in Bekasi Regency, the influence of burnout on millennial employee's job satisfaction in Bekasi Regency, as well as to figure out the influence of indirect influence of work-life balance and work environment on job satisfaction of millennial employees in Bekasi Regency through burnout.

2. LITERATURE REVIEW

1.1 Job Satisfaction

Job satisfaction is an output that must be a concern of management in improving the quality of the company because employee satisfaction in doing work can increase productivity and can also increase employee loyalty to the organization. According to Sunyoto (2015) in Azdanal et al., (2021) job satisfaction is either pleasant or unpleasant emotional state of an employee when view the work they are doing in a company. Job satisfaction is also the feeling of employees towards the work they do. Employee feelings towards work can be interpreted as whether the employee feels satisfied, comfortable, safe and peaceful while doing or completing his/her work (Mangkunegara, 2017 in Solehtiana, 2020).

2.2 Work-Life Balance

According to Schermerhorn (2013) in Ganapathi (2016) Work-Life Balance is the ability of an employee to balance the demands of his work with personal and family needs. According to Laksono & Wardoyo (2019) Work-Life Balance is a comfortable balance between employees' top priorities regarding their job position and personal lifestyle. Work-Life Balance is the ability of an employee in a company to balance the demands of their work with their personal life or lifestyle in order to achieve job satisfaction.

3.3 Work Environment

Work environment is everything around employees that can influence employees when they work. According to Akinwale & George (2020) work environment is the physical and emotional aspects of the workplace that encourage commitment and productivity of an employee. Work environment is a very essential factor and must be a concern of a company. By creating a good work environment, employees will be more enthusiastic at work (Sunyoto, 2015 in Astuti & Iverizkinawati, 2018).

4.4 Burnout

Burnout is a condition where an employee begins to feel physical and emotional fatigue caused by working too hard (Khairani & Ildil, 2015 in Malino, 2020). The amount of work intensity and a work environment that is not conducive can trigger burnout (Romadhoni et al., 2015). Burnout can occur if an employee cannot control the pressure at work which is very draining of energy, time, and resources. Employees who experience burnout will be less enthusiastic about doing their jobs.

3. RESEARCH METHODS/METHODOLOGY

The population of this research was employees who fell into the millennial generation category, namely those born between 1980 – 2000 and worked in Bekasi Regency. The sample of this study was 96 respondents, with the calculation of the number of samples using the Lemeshow formula. The sampling technique used was the accidental sampling method. The variables in this study consisted of the Work-Life Balance variable (X1), the work environment variable (X2), the burnout variable (Z), and the job satisfaction variable (Y). The data collection method used in this research was the method of observation, literature review, and distributing questionnaires through the Google form.

4. RESULTS AND DISCUSSION

Validity and Reliability Test

The validity and reliability tests of this research were conducted using the help of the Smart Partial Least Square (PLS) 3.0 application. Validity test was carried out to test whether a statement on a questionnaire could be said to be valid or not, while reliability test was conducted to test whether a variable could be said to have high reliability. The results of validity and reliability tests of this research could be seen in the following table:

Table 1. Validity and Reliability Tests

Outer Loading			Cronbach's Alfa		
Indicator	Coefficient	Results	Variable	Coefficient	Result
WLB5	0.558	Valid			
WLB6	0.563	Valid			
WLB7	0.694	Valid			

Outer Loading			Cronbach's Alfa		
Indicator	Coefficient	Results	Variable	Coefficient	Result
WLB8	0.503	Valid	Work-life Balance (X1)	0.800	Reliable
WLB9	0.680	Valid			
WLB10	0.747	Valid			
WLB11	0.672	Valid			
WLB12	0.673	Valid			
LK1	0.665	Valid	Work Environment (X2)	0.836	Reliable
LK2	0.674	Valid			
LK3	0.538	Valid			
LK4	0.528	Valid			
LK5	0.525	Valid			
LK6	0.575	Valid			
LK8	0.574	Valid			
LK9	0.720	Valid			
LK10	0.741	Valid			
LK11	0.643	Valid			
LK12	0.564	Valid			
BO6	0.727	Valid			
BO7	0.774	Valid			
BO8	0.737	Valid			
BO9	0.739	Valid			
BO10	0.746	Valid			
KK1	0.670	Valid	Job Satisfaction (Y)	0.886	Reliable
KK2	0.709	Valid			
KK3	0.567	Valid			
KK4	0.634	Valid			
KK5	0.720	Valid			
KK6	0.547	Valid			
KK7	0.784	Valid			
KK8	0.810	Valid			
KK9	0.824	Valid			

Outer Loading			Cronbach's Alfa		
Indicator	Coefficient	Results	Variable	Coefficient	Result
KK10	0.757	Valid			

Source: Output SmartPLS 3.0, 2021

Based on the output shown in Table 2 above, it could be seen that all indicators result in output value of outer loading > 0.5 so that all of those indicator values are deemed valid. Meanwhile, the value of Cronbach's Alpha of all variables is > 0.6 which means that all constructs have high reliability values.

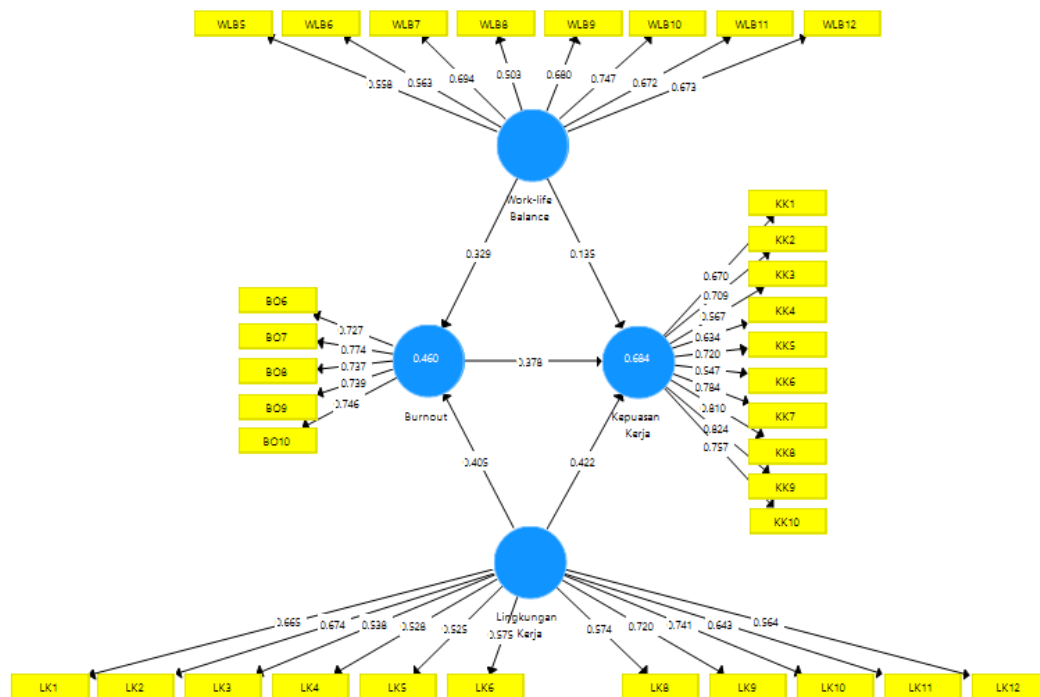


Figure 1. Output Outer Loading

Hypothesis Test Results

Hypothesis testing was carried out by using a bootstrapping test to obtain the value of the path relationship coefficient in the research model and also as a reference for cause-and-effect relationships in the research model. The results of testing the hypothesis in this study can be seen in the following table:

Table 2. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-Life Balance -> Job Satisfaction	0.135	0.158	0.130	1.040	0.299
Work Environment -> Job Satisfaction	0.422	0.418	0.125	3.362	0.001
Burnout -> Job Satisfaction	0.378	0.358	0.091	4.148	0.000
Work-Life Balance -> Burnout	0.329	0.354	0.130	2.531	0.012

Work Environment -> Burnout	0.405	0.402	0.126	3.207	0.001
Work-Life Balance -> Burnout -> Job Satisfaction	0.124	0.125	0.058	2.133	0.033
Work Environment -> Burnout -> Job Satisfaction	0.153	0.149	0.057	2.668	0.008

Source: Output SmartPLS 3.0 (2021)

1. There is no significant influence of work-life balance on employee job satisfaction. This result is strengthened by the results of previous research written by Hafeez & Akbar (2015) which states that work-life balance has no significant influence on job satisfaction and that working hours, pressure at work, and job changes have no influence on job satisfaction. In addition, employees are able to deal with the lack of work-life balance in their work lives well.
2. There is a positive and significant influence of work environment on employee job satisfaction. This result is strengthened by the results of previous research written by Ardianti et al., (2018) which states that work environment has a positive and significant influence on job satisfaction where employees always expect the presence of a comfortable and mutually supportive work environment among co-workers.
3. There is a negative and significant influence of burnout on employee job satisfaction. This result is strengthened by the results of previous research written by Luthfiana (2021) which states that burnout has a negative and significant influence on job satisfaction where the higher the level of burnout experienced by employees, the lower the job satisfaction of the employees. This is caused by prolonged stress experienced by employees, causing psychological disturbances.
4. There is a negative and also significant influence of work-life balance on burnout. This result is strengthened by the results of previous research written by Siregar (2020) which shows that a high work-life balance causes a low burnout value. If employees cannot maintain work-life balance, employees will experience burnout.
5. There is a negative and significant influence of work environment on burnout. This result is strengthened by the results of previous research written by Pradana et al., (2019) which states that if the company has a good and comfortable work environment, the level of employee burnout will be low.
6. There is a negative and significant influence of work-life balance on job satisfaction if mediated by burnout. This result is strengthened by the results of previous research written by Dewi (2020) which states that work-life balance has a negative and significant influence on job satisfaction if mediated by burnout. The lower the work-life balance and the higher the burnout level experienced by millennial employees in Bekasi Regency, the greater it affects employee job satisfaction; thus, the level of job satisfaction will decrease.
7. There is a negative and significant influence of work environment on job satisfaction if mediated by burnout. This result is not in line with the research written by Luthfiana (2021) which states that the burnout variable does not mediate the work environment variable on job satisfaction. From this study, it can be concluded that if the company creates a good work environment but employees experience burnout, job satisfaction can still decrease.

CONCLUSION

Job satisfaction will influence all activities in the company and thus must be given a special attention by the management in a company. Although work-life balance has no influence on job satisfaction of the millennial employees in Bekasi Regency, this should not be ignored by the company because the balance between work and life can also provide freedom for employees to spend time with their families and enable them to spend time with their families as well as to rest well.

Work environment must also be taken into consideration by the company so that it remains safe and comfortable for all employees. Work environment is not merely about the layout and decoration of the workplace, but it is also about the relationship between fellow employees. These things must be understood properly thus be given special attention by the management. If employees start to feel burnout, employees will feel high physical and emotional fatigue.

This then will influence employee productivity and satisfaction with their work. Ultimately, the authors provide suggestions as follow: providing employees opportunities to make decisions and offer good suggestions for company changes, give appreciation to employees, and organize programs that make employees not feel pressured or bored to do their jobs. That way, employees will feel motivated and enthusiastic in completing their work and they will feel satisfied at work.

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