



The mediating role of job satisfaction on the relationship between work-life balance and female employee performance influenced by burnout

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ARTICLE INFO

Article history:

Received Jul 18, 2024
Revised Jul 24, 2024
Accepted Aug 06, 2024

Keywords:

Burnout;
Employee Performance;
Job Satisfaction;
Work-Life Balance.

ABSTRACT

The importance of human resources among effective management systems. Human resource management in an organisation has become one of an agency's most essential functions and factors. This study aims to test and analyse the variables that affect employee performance, including work-life balance and burnout through job satisfaction, to develop a theoretical basis and research model. This study uses an associative descriptive quantitative method with a population and sample of 77 respondents with total/saturated technicality who are female employees in 29 sub-districts of Serang Regency. Questionnaire answers were measured using an interval scale of strongly disagree 1 - 10 strongly agree. Data were analysed with the help of SmartPLS Version 4.0 software. The results showed. Statistically, work-life balance can significantly affect employee performance; burnout can dramatically affect job satisfaction; work-life balance can substantially affect job satisfaction; job satisfaction can significantly affect employee performance, and job satisfaction can mediate the effect of work-life balance on employee performance; job satisfaction can be characterised as partial mediation. This research is expected to make a theoretical contribution to the literature in this context, especially in the context of human resource management.

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1. INTRODUCTION

Organizations consider human resources (HR) to be an essential component. An organization can only thrive with the support of people, both managers and contributors. Not infrequently, the sustainability of an institution is highly dependent on who participates in it. Employees' ability and overall performance show how advanced or backwards an employer is. Therefore, for an organization or company to succeed, human resources must be well-controlled and developed (Abdullah et al., 2024; Haryadi et al., 2021; Hayati & Fitria, 2018). Human resources are an essential component of an organization. Humans in an organization act as movers, thinkers, and planners to achieve organizational goals (Al Amin et al., 2023; Karsikah et al., 2023; Riyanto et al., 2022). Good human resource management is the key to achieving maximum organisational performance. Agencies need qualified human resources to produce good quality work (Alfarizi et al., 2022; Mulyadi et al., 2023; Putri et al., 2023). Although organizations may consider human resources a vital component, an organization can thrive without extensive human support (Ningsih et al., 2024; Oktaviani et al., 2023; Rizki et al., 2024).

In some cases, technological advancements and automation have allowed organisations to reduce reliance on large numbers of human labour. The sustainability of an institution can also depend on factors outside of employees, such as leadership qualities, available financial resources, and overall business strategy. In addition, an agency's success is determined by the ability and performance of employees and their capacity to utilise and manage those talents effectively. (Salahudin et al., 2023; Sanasa et al., 2024; Setiadi et al., 2023). While proper human resource management is undoubtedly valuable, it is not the only key to achieving maximum organizational performance. Automated systems, strategic partnerships, and innovative business models can contribute significantly to an organization's success (Komala et al., 2024; Kurniawati et al., 2024; Ma'arif et al., 2024).

Equipping employees with good work skills is one way to achieve organizational goals. On the one hand, work is essential for growth and development to attain productive life goals. Employee performance results from the quality and amount of work employees do through performing and completing their tasks well (Karsikah et al., 2023; Mukhlisin et al., 2023; Rahmatullah et al., 2022). Employee performance also has a significant influence on the progress of a company. If a company can achieve its goals by adjusting the workload given to a person according to their abilities, its performance will be excellent (Anshori et al., 2022; Durodolu et al., 2020).

Personal and work life distinguish employee life. On the one hand, employees commit or work for a company or organization to get compensation. On the other hand, employees also have families, especially women. This suggests that many adult women now choose to stay employed and have a career, even if they are married or have a family (Pratiwi & Fatoni, 2023). When an employee decides to work, the employee has a direct bond with the agency. So, it has an obligation to the company that must be supported; in addition, employees must be prepared for many job demands, making it difficult to balance their personal and work lives. This conflict between lives will affect the performance of employees (Pradana et al., 2019). Women who are married and choose to become careerwomen certainly face a more significant workload and more responsibilities, which can lead to higher stress. This can lead to dual role conflicts, where women care for their personal and family lives and work (Rahmawati et al., 2021). Female employees who are married and decide to stay in their careers have considered all the consequences they face (Adnyaswari & Adnyani, 2017). *Work-life balance* involves ambition or career with happiness, leisure, family and spiritual development (Bauwens et al., 2020).

Basically, job satisfaction is individual because everyone has different levels of satisfaction based on their value system. If the activity assessment is by the individual's wishes, then the satisfaction with the activity is higher (Velasco Vizcaino et al., 2023). If the organisation or company supports an employee's dreams, hopes, and ideals about their job as a tool to achieve them, then satisfaction will arise. Business owners or HR managers must be sensitive to employees' unique needs to satisfy them (Dodanwala & Santoso, 2022). Job satisfaction positively affects employee performance, meaning that reasonable satisfaction at work will improve performance and contribution to the company. This means that the higher the job satisfaction experienced by employees, the higher the employee's performance (Chen & Wang, 2019).

In addition to the job satisfaction factor, the employee burnout factor is also essential to pay attention to. *Burnout* is one of the factors that affect employee job satisfaction. Employee fatigue is associated with public service. Work fatigue, or burnout, is an inseparable phenomenon from work stress that is widely found in jobs engaged in humanitarian services, namely jobs that require high emotional involvement (Chong et al., 2024). Of the 35 civil servants in one of Russia's cities who had more than ten years of managerial experience, 16 experienced burnout. In addition, as the *Eagle Hill Consulting* survey shows, civil servants in Arlington, USA, who serve as senior executives and supervisors of the federal government experience much higher levels of burnout (Maltseva et al., 2021). If they continue to work on a saturated and burdensome job, they will become frustrated and dissatisfied with their work. As a result, their performance will not be optimal. *Burnout* is an adverse reaction to the work environment when a person cannot manage their stress correctly and is not a symptom of work stress (Saebah & Merthayasa, 2024). Burnout affects people of all age ranges, even from all types of jobs. With physical and mental symptoms caused by poor adaptation, losing a job can be accompanied by frustration (Tomczak & Kulikowski, 2024).

Individual factors include a person's personal characteristics and psychological state that affect their ability to achieve work-life balance. Some elements included in this factor are Psychological well-being and good mental health, which are positively related to work-life balance. Individuals with high psychological well-being tend to be better able to manage time and stress; emotional intelligence, the ability to recognise and manage one's and others' emotions, also contributes to this balance. Individuals with high emotional intelligence can better cope with conflicts between work and personal life. Age and Family Status. Age, parental status, and family type also influence how individuals manage home and work responsibilities.

Serang Regency, Banten Province, to achieve its vision and mission, is supported by adequate institutional resources and professionals in their fields. The apparatus's resources are spread across the regional government, district government, and local village government. Serang Regency consists of 29 sub-districts, namely Kramatwatu, Waringinkurung, Bojonegara, Pulo Ampel, Cinangka, Anyar, Binuang, Carenang, Cikeusal, Lebakwangi, Petir, Pabuaran, Ciomas, Padarincang, Baros, Pontang, Ciruas, Kibin, Kragilan, Gunungsari, Jawilan, Bandung, Mancak, Pamarayan, Tirtayasa, Tunjung Teja, Cikande, Kopo and Tanara. The assessment of civil servants' work performance consists of elements of employee work objectives (SKP) with a weight of 60% and work behaviour with a weight of 40%. The assessing officer assesses once a year. SKP assessment includes quantity, quality, time, and the characteristics, nature, and type of activities in each work unit. Throughout 2019 to 2022, in the performance assessment of female employees, there was an increase and decrease in performance based on specific categories. In 2019, the excellent performance assessment category increased in 2020 to 77%. In 2019, the category of sufficient employee performance assessment scored 4%, and this decreased in 2020 by 1%. In the following year, 2021, There was a decrease in employee performance in the excellent category. Compared to last year, 2020, the superb category decreased with a score of 17%, and the fair category, with a score of 6%, experienced an increase in score. The assessment of employee performance in 2022 increased dramatically compared to 2021; the excellent assessment category rose to 27%, and the fair category fell to 1%. It is an achievement if the performance assessment of all female employees every year is in the excellent category. This means that the performance of all female employees at the Kecamatan Kalntor in Serang Regency needs to improve. This research focuses on sub-district women employees covering 29 sub-districts in Serang Regency with the problems described above.

The gaps in this research include research (Kaya & Karatepe, 2020; Matakana et al., 2023; Rathi & Islam, 2024). The research findings show the significant influence of work-life balance on employee performance. In contrast, the research (Amira et al., 2024; Ardiansyah & Surjanti, 2020; Firstly & Samsudin, 2023) findings show that work-life balance does not significantly influence employee performance.

This study aims to develop a model to examine the four variables the author has analysed to determine the factors affecting employee performance, including work-life balance, burnout, and job satisfaction. This research is expected to make a theoretical contribution to the literature in this context, especially in the context of human resource management.

2. RESEARCH METHOD

This research is qualitative. Qualitative research tests a particular theory by looking at the relationship between variables. Research instruments measure variable variables, so statistical procedures are used to analyse the data of numbers. To begin with, a qualitative approach is used to formulate the problem, objective, and hypothesis, determine the population and sample, and select the data analysis method (Ferdinand, 2014). This research was conducted on female ASN employees in 29 sub-districts in Serang Regency. The population in this study were all female ASN employees with civil servant status who worked in 29 District Offices in Serang Regency, totalling 77 employees. Thus, the entire population has been determined as the research sample. Non-probability sampling is a sampling technique that provides opportunities or opportunities for all members of the population to be selected as samples with a total sampling technique, meaning that the entire population is drawn into the research sample, as many as 77 respondents according to the population size so that the sampling technique of this study uses saturated/total samples.

Researchers' data collection methods using primary and secondary data include distributing questionnaires with interval point techniques, with one showing strongly disagree and ten strongly agree. Then, researchers interviewed several employees and used references for theoretical reference sources. Researchers obtained data from 77 respondents to be processed into statistics. Researchers use data analysis techniques to obtain relevant statistical results, namely with SEM based on Smart PLS version 4.0 with validity tests and reliability; the validity test is tested by looking at the factor loading value of each indicator said to be valid having a factor loading value > 0.70, so for the reliability test each variable is said to be reliable having a CR value > 0.70. Measurements and to obtain hypothesis testing analysis by bootstrapping to get an analysis of the direct effect of exogenous variables on endogenous variables and the effect of mediation. While the authors can formulate a research hypothesis, namely: H1: There is a significant effect of work-life balance on employee performance. H2: Burnout has a significant effect on job satisfaction. H3: There is a significant effect of work-life balance on job satisfaction. H4: Job satisfaction has a significant effect on employee performance. H5: Job satisfaction mediates the influence of work-life balance on employee performance.

3. RESULTS AND DISCUSSIONS

In the research context, the research design and form must go through a purification stage in the form of measurement before we can test the relational and causal influence. In the SEM method based on Partial Least Squares (PLS), the form of measurement (outer model) plays a vital role in describing how the manifest variable (marker) represents the latent variable to be measured. At this stage, we evaluate the quality of the measurement of the indicators used to measure the latent variables. In the Partial Least Square (PLS) analysis, it is necessary to evaluate the measurement of the shape (outer model) and reflective markers. Some essential concepts in this evaluation include using convergent and discriminant validity of the indicators and composite reliability for indicators.

The work-life balance variable is measured using four indicators: Work Interference with Personal Life, Personal Life Interference with Work, Work Enhancement of Personal Life, and Personal Life Enhancement of Work (Gunawan et al., 2019; Hasan, 2023; Pratiwi & Fatoni, 2023). Meanwhile, burnout is measured using four indicators: physical, emotional, mental, and low self-achievement (Angreni et al., 2022; Karatepe et al., 2012; Moustafa et al., 2024). Then, employee performance variables are calculated using five indicators: quality, quantity, timeliness of results, attendance, and the ability to work together (Anshori et al., 2022; Haryadi et al., 2022; Mulyadi et al., 2023). The job satisfaction variable was measured using five indicators: satisfaction with work, satisfaction with superiors, satisfaction with colleagues, satisfaction with promotions, and satisfaction with salary. The following results of validity measurement can be seen in model 1.1 as follows:

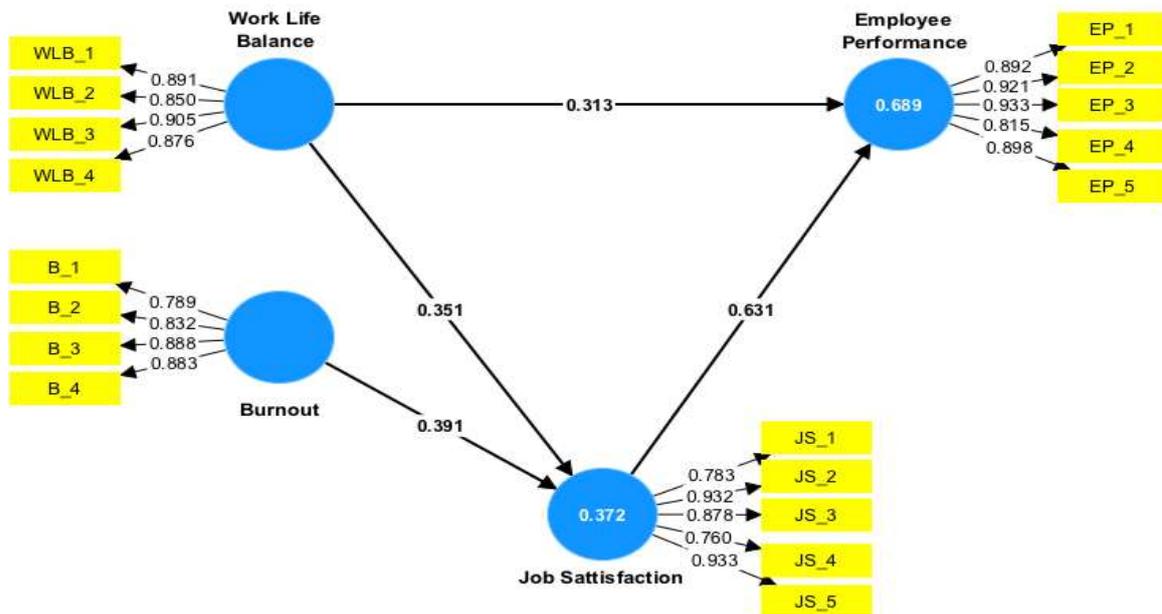


Figure 1. Validity outer model Test

Figure 1. shows that in the outer model test, all variables from each indicator have a loading factor value of > 0.70 to meet the validity criteria. Indicators are declared valid if each indicator has a loading factor value of > 0.70. In addition to looking at the value of the loading factor, convergent validity can also be seen from the Average Variance Extracted (AVE) value, which must be greater than 0.50 (Chin *et al.*, 2020; Ghozali. I & Latan. H, 2015; Sarstedt *et al.*, 2020). In this model, the AVE value of each variable is > 0.50, as seen in table 1. reliability test. Below, the discriminant validity cross-loading and composite reliability, as well as the average variance extracted (AVE) values, can be seen in Table 1 as follows:

Table 1. Discriminant Validity and Reliability Test

Variable/Indicator	Cross Loadings				CA	CR	AVE	R-square
	B	JS	EP	WLB				
Burnout (B)					0,870	0,872	0,721	
B_1	0,789	0,408	0,425	0,223				
B_2	0,832	0,450	0,413	0,212				
B_3	0,888	0,444	0,558	0,409				
B_4	0,883	0,440	0,483	0,344				
Job Satisfaction (JS)					0,910	0,910	0,740	
JS_1	0,513	0,783	0,682	0,417				0.372
JS_2	0,434	0,932	0,678	0,374				
JS_3	0,418	0,878	0,666	0,528				
JS_4	0,391	0,760	0,660	0,398				
JS_5	0,441	0,933	0,672	0,369				
Employee Performance (EP)					0,936	0,939	0,798	
EP_1	0,452	0,795	0,892	0,556				0.689
EP_2	0,508	0,729	0,921	0,560				
EP_3	0,539	0,698	0,933	0,498				
EP_4	0,447	0,609	0,815	0,666				
EP_5	0,533	0,650	0,898	0,487				
Work Life Balance (WLB)					0,903	0,908	0,775	
WLB_1	0,296	0,405	0,550	0,891				
WLB_2	0,279	0,406	0,472	0,850				
WLB_3	0,323	0,455	0,601	0,905				
WLB_4	0,334	0,449	0,553	0,876				

The value of Cronbach's Alpha (CA), Composite Reliability (CR) for these four variables, is also eligible, which is > 0.70. The AVE value for each variable is also above 0.50. This shows that this research instrument is valid and reliable in measuring the construct. Furthermore, the

bootstrapping testing stage (direct and indirect influence) can be carried out after the outer model test is passed. Table 2 below provides more information regarding the hypothesis analysis with bootstrapping.

Table 2. Test Results Bootstrapping Direct/Indirect Effect

Hypothesis	Conect Variable	Path Coefficient Direct/Indirect Effect			Description
		Coefisient (β)	T-Statistic	P-Values	
H1	WLB \rightarrow EP	0,313	3,765	0,000	Received
H2	B \rightarrow JS	0,391	3,545	0,000	Received
H3	WLB \rightarrow JS	0,351	2,755	0,006	Received
H4	JS \rightarrow EP	0,631	8,176	0,000	Received
H5	WLB \rightarrow JS \rightarrow EP	0,222	2,829	0,005	Received

Table 2. Showing the first finding in this study, the effect of *work-life balance* on employee performance was obtained with a *statistical T* value of 3,765 > from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, it can be explained that the first hypothesis is accepted, which states that work-life balance influences employee performance, meaning that the high level of work-life balance and the performance of employees is high. *Work-life balance* is something that a person does in balancing responsibility in work, family life, personal life and activities outside of work as demands that must be met so that it will lead to a harmonious, balanced, and satisfying life with the same role in every element of life and reduce conflicts that lead to an imbalance of responsibilities (Soomro *et al.*, 2018). Undoubtedly, achieving optimal workforce productivity is one of the biggest challenges for any organisation. As a result, stakeholders must concentrate on the three dimensions of employee well-being: psychological, physical, and social well-being, as well as work-life balance (Demir & Budur, 2023).

The second finding shows that the effect of *burnout* on job satisfaction is obtained with a *statistical T* value of 3,545 > from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, it can be explained that the second hypothesis is accepted, which states that burnout influences job satisfaction, meaning that if burnout is not controlled, total burnout decreases the level of job satisfaction. Burnout is a form of negligence caused by the intense antivirals, high commitment, antivirals of the most important of the day, the need of the day, and the desire of the second day of the hall (Chong *et al.*, 2024). Burnout is a symptom of physical, emotional, attitude, and behavioural exhaustion, dissatisfaction with oneself, distrust of one's abilities, and a lack of desire to achieve personal goals (Cohen & (Cohen & Abedallah, 2015). Burnout results from prolonged work stress and is a reaction to workplace interpersonal stress factors. Burnout is a physical and mental fatigue syndrome, which includes the development of negative self-concepts, lack of concentration and negative work behaviours (Eissa, 2020).

The third finding of the effect of work-life balance on job satisfaction was obtained with a statistical T value of 2,755 > from the T table (1,960) and P values (0.006) < sig (0.05). Thus, it can be explained that the third hypothesis is accepted, which states that work-life balance influences job satisfaction, meaning that the high level of work-life balance and the high level of job satisfaction are high. Work-life balance refers to the priority level between personal and professional activities in a person's life and the level of activities related to their work at home (Alzadjali & Ahmad, 2024). Work-life balance is the time spent doing a job compared to the time spent with family and doing things you love (Irfan *et al.*, 2023). Work-Life Balance involves an employee who can prioritise their career demands equally and have a pleasant personal life, ensuring a successful and fulfilling life inside and outside the workplace (Medina-Garrido *et al.*, 2023).

The fourth finding of the effect of job satisfaction on employee performance was obtained with a statistical T value of 8,176 > from the T table (1,960) and P values (0,000) < sig (0.05). Thus, it can be explained that the fourth hypothesis is accepted, which states that job satisfaction influences employee performance, meaning that the level of job satisfaction is high, the level of job satisfaction is high, and the performance of employees is high. Kepualsaln work aldallah sikalp emotionall yalng nalkaln in love alpal yalng dial lalkukaln in tempalt work. Morall work, work prestige, and discipline reflect this perspective (Abraham *et al.*, 2022). The job satisfaction that workers get is intertwined, in the later work, it is a combination of both. Job satisfaction is when the

job rewards the worker because of praise, proper work equipment, adequate work supplies, and a pleasant work environment (Aftab et al., 2022).

Job satisfaction is a positive feeling resulting from an evaluation of job characteristics. Job satisfaction includes behavioural, cognitive, and affective aspects. Cognitive (sensation, perception, and conception) says that job satisfaction is the result of what is felt (sensation), perceived (perception), and thought (conception) (Ahmadi *et al.*, 2022).

The fifth finding of the effect of work-life balance on employee performance through job satisfaction obtained a T statistic value of 2.829 > from T table (1.960) and P values (0.005) < sig (0.05). Thus, it can be explained that the fifth hypothesis is accepted, which states that job satisfaction can mediate the effect of work-life balance on employee performance. Work-life balance is essential in reducing stress, a common feature of poor work-life balance. It helps employees manage their workload, prioritise tasks, and maintain a healthy work-life balance, increasing job satisfaction and reducing stress (Durodolu et al., 2020). Work-life balance is essential for career advancement. It allows employees to manage their professional responsibilities while having time for personal growth and development, increasing job satisfaction and career fulfilment (Matakana et al., 2023). Work-life balance is essential for physical and mental health because it ensures employees have enough time and energy to engage in activities promoting well-being, such as exercise, socialising, and relaxation (Amira et al., 2024). Job satisfaction is an employee's emotional state of being happy or unpleasant towards their job. Job satisfaction is a high level of satisfaction, which indicates a positive attitude towards work. Job satisfaction is considered a strong predictor of an individual's overall well-being (Aman-Ullah et al., 2022). Job satisfaction is a factor that affects performance and is influenced by factors such as ability, motivation, and work environment. Job satisfaction measures workers' satisfaction level with the type of work they have achieved, the form of supervision obtained, and the sense of relief and love for the work they are engaged in (Amisshah et al., 2022).

4. CONCLUSION

Based on the results of the study on the influence of work-life balance, burnout and job satisfaction on employee performance directly and through job satisfaction, the author formulated conclusions including The first hypothesis statistically shows the impact of work-life balance on employee performance, meaning that the high level of work-life balance is high. The performance of the employee is high. The second hypothesis statistically shows an effect of burnout on job satisfaction, meaning that if the burnout is not controlled, the total burnout will decrease in job satisfaction. The third hypothesis shows that work-life balance has a statistical effect on job satisfaction, meaning that the higher the level of work-life balance the higher the job satisfaction. The fourth hypothesis shows that job satisfaction statistically affects employee performance. The limitation of this study is the object of research, namely conducting research on 29 Kecamatan in Serang Regency, specifically on female employees, which takes a long time when conducting surveys and distributing questionnaires to each female employee. In addition, obtaining permission to each relevant agency takes time, energy and thought. The fifth hypothesis shows that statistically, the variable of job satisfaction can mediate the influence of work-life balance on employee performance. Job satisfaction is a partial mediation. This study only looked at female employees in 29 sub-districts in Serang Regency. Samples that are too minimal result in statistically less relativistic results. The author's suggestion for future research is that it is necessary to increase the research sample by including all ASN employees. This study only focuses on four variables: Work-Life Balance, Burnout, Job Satisfaction and Employee Performance. For future research, it is necessary to add research variables such as training, organisational commitment, work motivation and leadership. The findings in this study are only general because of the breadth of the object of research conducted by researchers. This research is only on female employees who have ASN status. This research is expected to make a theoretical contribution to the literature in this context, especially in the context of human resource management.

ACKNOWLEDGEMENTS

The author would like to express his most profound gratitude for the expression and dedication of the entire team. The International Journal of Applied Finance and Business Studies has reviewed articles and published papers that the authors have drafted. In addition, the author also thanks all reviewers who have collaborated and supported the preparation of this article so that it can be successfully published in the International Journal of Applied Finance and Business Studies.

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