

Optimizing Work-Life Balance for Enhanced Job Satisfaction: Unveiling the Role of Burnout at PT. PN V Riau

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Abstract: This research was conducted at PT PN V Riau, a company operating in the plantation sector. The main objective of this study was to examine the effect of work-life balance on employee job satisfaction, as well as the role of burnout in the relationship between work-life balance and employee job satisfaction in the PT. PN V Riau. The subjects of the study consisted of employees of PT PN V Riau, who were selected using the purposive random sampling method with a sample size of 103 people. Data analysis was carried out by applying a structural equation modeling (SEM) approach. The findings indicated that job satisfaction in PT PN V Riau employees was partially affected by work-life balance and burnout. These findings support the hypothesis that burnout serves as an intervening variable mediating the relationship between work-life balance and employee job satisfaction at the company.

1 INTRODUCTION

Human resources (HR) are individuals who possess assets and operate as capabilities, thus requiring training and development of their abilities. Human resources represent a pivotal asset playing a crucial role in attaining organizational objectives. According to Zeuch (2016), human resources represent a strategic approach that encompasses skills, motivation, development, and the management of resources. Human resources are essential to possess in pursuit of organizational or company objectives. The importance of human resources is significantly greater than that of technology, capital, and other resources, as it is humans who will control these other resource factors. A company equipped with advanced facilities, infrastructure, and a clear purpose, but lacking robust human resources, faces significant challenges in achieving its desired goals. Fundamentally, an individual's comfort and satisfaction in their work stem from attaining job satisfaction commensurate with expectations. Therefore, corporate leaders must implement work-life balance programs to prevent burnout. In order to realize organizational goals, leadership entails a profound consideration of employees' needs.

Measuring job satisfaction requires a leader's understanding of work-life balance and burnout. By addressing these factors, the performance of employees towards the company can be enhanced. The belief that content employees are more productive than dissatisfied ones has long been a foundational principle for managers throughout the years (Dessler, 2020; Mirza & Farneti, 2016; Robbins & Jugde, 2019; Zeuch, 2016). The assertion of this expert has been validated by several existing studies. Research conducted by Lahamid et al., (2023) has demonstrated that work-life balance significantly influences job satisfaction among female employees at the BBPOM in Pekanbaru city. Other studies, conducted by The 2023 report revealed that burnout is a significant factor in nurses' job satisfaction. Similarly, other research (BAYRAK, 2022; Priatna et al., 2022) yielded outcomes consistent with existing findings, demonstrating a significant influence of both work-life balance and burnout on job satisfaction. Furthermore, work-life balance, in addition to exerting a direct impact on job satisfaction, can also influence job satisfaction through the intermediary of burnout (Kassim et al., 2013). Number of existing studies support the idea that there is a correlation between work-life balance and job satisfaction, mediated by burnout, as

highlighted in the research by Baltes (Baltes, 2017; Kelly et al., 2020; Rony & Yulisyahnti, 2022). The theories and research related to work-life balance, burnout, and their effects on job satisfaction do not align with the observed facts at PTPN V. The organization at PT Perkebunan Nusantara V has been observed to not adequately regulate the balance between family time and work hours. Interviews with several employees at PTPN V revealed their struggles in implementing work-life balance, which is finding balance between work commitments and personal life or family time. The majority of them devote a significant portion of their time to work, leaving very little time for their loved ones, often only during weekends. Many employees encounter challenges in reconciling work and personal life, primarily due to extended working hours, making it difficult to allocate time for family. Typically, working hours exceed the stipulated operational limits, often leading to overtime, which is frequently uncompensated. Several interviews with PTPN V employees in Riau indicated that there is a lack of effective communication between superiors and subordinates. They expressed that job satisfaction remains elusive within the workplace, as their roles fail to provide a sense of contentment. They feel unhappy when work hours exceed the designated time, resulting in unpaid overtime. PTPN V employees can be reassigned if they consistently fail to complete their tasks correctly. Colleagues often work individually without teamwork and mutual support, which can lead to discomfort while completing tasks in isolation.

Furthermore, employees at PTPN V Riau lack job satisfaction due to inadequate concern and support from their superiors. They are expected to carry out their tasks with meticulous attention, often with excessive concentration. The company's inability to address employees' job satisfaction is reflected in their sentiments towards work.

2 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is the degree of contentment, happiness, and emotional fulfillment that an individual experiences with their work. Scholars have offered various definitions and perspectives on this concept. According to Clark (2009), job satisfaction is an individual's perception of the alignment between work outcomes and expected outcomes. This signifies how much individuals feel their job outcomes align with their expectations. According to an expert's

view, job satisfaction is a subjective measurement of how satisfied, happy, and fulfilled individuals feel with the work they perform. This involves the individual's assessment of aspects such as the work environment, relationships with colleagues and superiors, level of responsibility, development opportunities, and the extent to which the job aligns with their personal values and needs (Khan & Nawaz, 2016). Faturochman (1997) defines job satisfaction as related to the degree to which work provides task variation, autonomy, and developmental opportunities. Empowering job models that motivate employees intrinsically can enhance job satisfaction. Meanwhile, according to Rothe (1954), job satisfaction is the subjective assessment of the level of contentment, happiness, and emotional well-being that employees experience in relation to their work. The definition of job satisfaction in this context is the positive or satisfied feelings employees have towards their tasks and work environment. Job satisfaction can be measured through individual evaluations of various job aspects, including the work environment, colleagues, level of responsibility, development opportunities, and the extent to which the job aligns with their personal values and needs. In the other hand, according to Larasati et al., (2022) Job satisfaction is defined as the contentment and gratification experienced by employees in relation to their work. Job satisfaction encompasses things like pleasure, contentment, and happiness that are derived from completing tasks and responsibilities within their work. Job satisfaction is also regarded as a determinant that impacts the level of engagement and performance of employees within an organization. Employees who experience satisfaction with their job tend to exhibit a favorable attendance record, lower turnover rates, and enhanced work performance when compared to their counterparts who express dissatisfaction with their job. Consequently, job satisfaction wields a noteworthy influence on various facets within the organizational environment Indrastuti et al., (2022).

Based on the perspectives of these experts, job satisfaction encompasses aspects perceived by individuals relating to achievements, recognition, the work environment, and the perception of how the job fulfills individual needs.

2.2 Work-Life Balance Theory

The theory of work-life balance was created in the late 1970s in the United Kingdom. Hochschild (1997) defines work-life balance as a concept that pertains to the equilibrium between the demands of an

individual's professional involvement and the demands of their personal life. In the context of work-life balance, Hochschild observes how job responsibilities can affect an individual's personal and emotional domain, as well as how the boundary between professional responsibilities and personal life can become blurred. Hochschild talks about the emotional impact of work, especially emotional labor, where individuals are employed to manage their emotions in accordance with job requirements. According to Guest & Guest, (2017) *work life balance* is associated with balancing family life and work life. Meanwhile, Eniola and Zeuch (2016) propose that work-life balance is linked to employees' ability to cope with job pressures without neglecting various aspects of their personal lives. The inverse relationship between the perceived responsibilities and burdens of employees and work-life balance is also highlighted.

Summarizing the insights of these experts, work-life balance entails the separation of personal and professional life, with a focus on achieving equilibrium between the two.

The link between work-life balance and job satisfaction is complex and intertwined. Work-life balance refers to an individual's capability to maintain equilibrium between work demands and personal needs in daily life. The individual's assessment of job satisfaction is based on their feeling of contentment, happiness, and fulfillment with the work they do. Studies have shown that a work-life balance can positively impact job satisfaction. When individuals perceive control over their time and can meet both work and personal demands, they tend to be more satisfied with their job (Priatna et al., 2022). This theory is supported by researchers who assert that work-life balance significantly influences job satisfaction (Kelly et al., 2020; McGrade et al., 2020; Nugroho et al., 2023)

This study's hypotheses are based on expert opinions and current research.

H1: Work-life balance significantly influences job satisfaction

H2: Work-life balance has a significant impact on job satisfaction

2.3 Burnout

Burnout is characterized by physical, emotional, and mental exhaustion that occurs when individuals are subjected to prolonged and excessive emotional demands within their work context. A state occurs when someone loses their intrinsic purpose, encounters delays in task completion, and

experiences a diminished sense of self and others. According to Dessler (2020), burnout is characterized by weakened enthusiasm, depression, and excessive stress that occurs in the workplace. Similarly, Kiran and Batool (2022) describe burnout as a consequence of idealizing work, overworking, prioritizing job-related interests over self, feeling isolated, refusing to engage in social environments, experiencing personal devaluation leading to cynicism, frustration, lack of commitment, and a sense of emptiness that ultimately leads to physical and mental breakdown. Another perspective by (Zanabazar, Tsogt-erdene, et al., 2023) suggests that burnout is accompanied by both physical and mental symptoms stemming from poor adaptation, coupled with frustration and self-related dissonance in the context of work. Burnout can impact individuals of all age groups, even among professionals in various fields. From the expert viewpoint, burnout can be defined as a chronic stress condition linked to intense job demands and excessive work pressures. It represents a physical, mental, and emotional response to excessive and sustained work-related pressures. Individuals experiencing burnout typically feel physically and mentally exhausted, lose interest and motivation in their work, and sense despair or incapability to cope with the demands. Burnout and job satisfaction share a close and often inverse relationship. When burnout sets in, job satisfaction tends to decline. The cause of this is burnout, which is caused by excessive and prolonged job pressures that can affect an individual's physical, mental, and emotional energy. Overburdening work demands may lead to decreased satisfaction in the job, as individuals may feel fatigued, demotivated, and unrewarded for their efforts (Galanis & Vraka, n.d.; Rony & Yulisyahnti, 2022).

The influence of work-life balance on job satisfaction can be understood as how the balance between work demands and personal needs affects an individual's level of job satisfaction. Effective work-life balance can lead to increased job satisfaction, as individuals can allocate sufficient time and energy to their personal lives, creating a positive balance between the two. Conversely, poor work-life balance can give rise to burnout. Burnout occurs when individuals experience chronic stress due to excessive job demands, which results in physical and mental exhaustion, loss of interest, and feelings of despair. The condition has a direct impact on an individual's job satisfaction, as continuous pressure and fatigue lead to dissatisfaction with their work.

The perspective from experts is also evident in a study conducted by Zanabazar, Jigjiddorj, et al., (2023), which demonstrates that burnout acts as a

mediator between work-life balance and job satisfaction. According to their findings, having an imbalance between work and personal life can increase the risk of burnout, which ultimately decreases job satisfaction.

Based on expert opinions and existing research, the subsequent hypotheses are as follows:

H3: Burnout significantly affects job satisfaction

H4: Burnout mediates the influence of work-life balance on job satisfaction

3 RESEARCH METHODOLOGY

This study employs a quantitative research methodology with a descriptive approach to test and validate the hypotheses formulated through various tests and data processing. In quantitative research, measurement or numeric approaches are used to address the research questions, encompassing data collection and analysis. The research object is PT.Perkebunan Nusantara V, located at JL.Rambutan No.43, Riau City.

3.1 Population and Sample

The population comprises 299 employees. The sample size for this study is 103 employees, drawn from different departments within PT. Perkebunan Nusantara V, Riau. Specifically, the Human Resources department comprises 28 individuals, the Finance and Accounting department comprises 39 individuals, while the Planning and Sustainability as well as Information Technology department comprises 36 employees. The selection of these departments aligns with the study's focus and availability of individuals for data collection.

3.2 Model and Data Analysis Techniques

This study makes use of the smartPLS application to conduct Partial Least Squares (PLS) analysis. This analysis serves the primary function of designing a model, categorized into two sections: the Evaluation of Measurement Model and the Evaluation of Structural Model.

4 RESULT

The data collection and analysis outcomes involve assessing the feasibility of indicators through a process

that involves evaluating the value produced by each statement item when measuring reflective indicators. Acceptable value thresholds, as per (Hair et al, 2018; Memon et al., 2019; Sarstedt, 2019) are utilized to determine the adequacy of the indicators. Loading factors above 0.71 are deemed "excellent," loading factors of 0.63 signify "very good," loading factors of 0.5 indicate "good," loading factors of 0.45 suggest "fair," and loading factors of 0.32 imply "poor."

4.1 Validity Test

An indicator is deemed valid when, according to (Hair et al., 2018), its loading factor is above 0.71 (excellent) concerning the tested variable construct. The results of the validity test, as demonstrated in the outer loading factor table, are as follows:

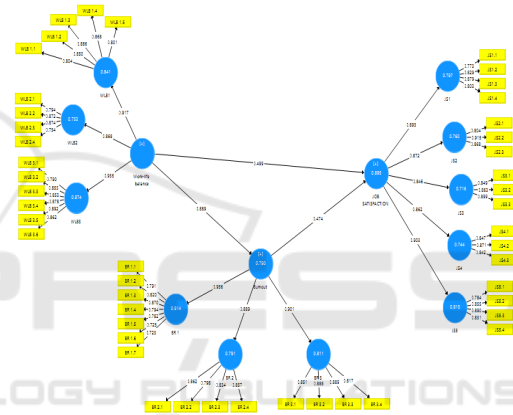


Figure 1: Path Diagram of PLS Algorithm.

Table 1: Loading Factor Test Results.

	Burnout	Job Satisfaction	Work-life balance
BR 1.1			0,732
BR 1.2			0,765
BR 1.3			0,795
BR 1.4			0,810
BR 1.5			0,822
BR 1.6			0,804
BR 1.7			0,798
BR 2.1			0,775
BR 2.2			0,799
BR 2.3			0,799
BR 2.4			0,754
BR 3.1			0,712
BR 3.2			0,713

Table 1: Loading Factor Test Results (continuation).

BR 3.3			0,728
BR 3.4			0,706
JS1.1	0,764		
JS1.2	0,741		
JS1.3	0,791		
JS1.4	0,789		
JS2.1	0,805		
JS2.2	0,751		
JS2.3	0,756		
JS3.1	0,759		
JS3.2	0,801		
JS3.3	0,774		
JS4.1	0,732		
JS4.2	0,710		
JS4.3	0,726		
JS5.1	0,719		
JS5.2	0,722		
JS5.3		0,735	
JS5.4		0,725	
WLB 1.1		0,712	
WLB 1.2		0,730	
WLB 1.3		0,764	
WLB 1.4		0,732	
WLB 1.5		0,738	
WLB 2.1		0,796	
WLB 2.2		0,768	
WLB 2.3		0,730	
WLB 2.4		0,758	
WLB 3.1		0,711	
WLB 3.2		0,727	
WLB 3.3		0,762	
WLB 3.4		0,768	
WLB 3.5		0,767	
WLB 3.6		0,715	

After conducting the testing of the loading factors, it was found that each variable's loading factor is above 0.7, thus satisfying the criteria set by (hair et al, 2018). Subsequently, further data analysis was carried out to examine the Average Variance Extracted (AVE) values for each variable within the constructs of Reliability and Validity, as presented below:

Table 2: Test of Construct Reliability and Validity.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work-life balance	0,950	0,951	0,956	0,591
Burnout	0,946	0,947	0,952	0,572
Job Satisfaction	0,949	0,950	0,955	0,553

Analysis of the validity test results in table 2 above shows the value Average Variance. The analysis of the validity test results in the above Table 2 indicates that the Average Variance Extracted (AVE) values are above >0.5 for all constructs present in the research model. The convergent validity criteria is met by the AVE values of the four variables mentioned above. Another method employed by the researcher to assess discriminant validity is the Fornell-Larcker Criterion, which involves comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs.

Table 3: Fornell Larcker Criterion.

	Burnout	Job Satisfaction	Work-life balance
Burnout	0,757		
Job Satisfaction	0,918	0,744	
Work-life balance	0,889	0,921	0,769

Based on the results of the discriminant validity evaluation of the measurements for Work-life balance, burnout, and job satisfaction using the Fornell and Larcker criterion, it can be accepted that the square root of the Average Variance Extracted (AVE) for each dimension (on the diagonal axis) is greater than its correlation with other dimensions.

4.2 Reliability Test

Furthermore, the Reliability Test examines the results of composite reliability values in Table 3. Work-life balance has composite reliability values above 0.7, indicating that the construct can explain more than 50% of the indicator's variance. All constructs in the estimated model meet the criteria for discriminant validity. The lowest composite reliability value is 0.952 for the burnout construct in PTPN V. The reliability test is further supported by Cronbach's alpha, with the requirement that the suggested value

is > 0.6. The table above shows Cronbach's alpha values for all constructs above 0.6, with the lowest value in the burnout construct.

4.3 Evaluation of Structural Model

The first step in evaluating the structural model is to examine and verify the collinearity between constructs and the model's predictive ability. This is followed by measuring the predictive ability of the model using five criteria: coefficient of determination (R²), path coefficients, cross-validated redundancy (Q²), and path coefficients (Sarstedt, 2019).

The coefficient of determination (R-square) is used to observe the test value possessed only by exogenous variables, evaluating the significance testing of the influence of exogenous (independent) variables on endogenous (dependent) variables.

Table 4: Results of Coefficient of Determination Test.

	R Square	R Square Adjusted
Burnout	0,790	0,787
Job Satisfaction	0,895	0,893

The results of data processing show that the R² value for the burnout variable construct shows the value 0.790. The data analysis results show that the R² value for the burnout construct is 0.790, while the R² value for the job satisfaction variable is 0.895. The variance influence for burnout is 79%, and for job satisfaction it is 89.5%, as indicated. These values categorize the variance influence for burnout as strong and for job satisfaction as also strong. This aligns with (Sarstedt, 2019) who defines that the coefficient of determination values are expected to be between 0 and 1, with R² values of 0.60 (strong), 0.50 (moderate), and 0.25 (weak).

4.4 Direct Effects

The hypothesis testing in this research was conducted using bootstrapping procedures after analyzing the data to address the hypotheses. This study used a confidence level of 95%, resulting in a precision level or margin of error (alpha) of 5% (0.05), while the t-table value is 1.66. If the t-table value > 1.66, the hypothesis is accepted. The results of the bootstrapping analysis for direct effects are as follows:

Table 5: Bootstrapping Test Results.

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work-Life Balance -> Job Satisfaction	0,499	0,502	0,074	6,712	0,000
Work-Life Balance -> Burnout	0,889	0,888	0,018	48,173	0,000
Burnout -> Job Satisfaction	0,474	0,472	0,073	6,465	0,000

Hypothesis Testing (H1): The table above addresses the first hypothesis, which states that work-life balance significantly influences job satisfaction. The t-value that was calculated is 6.712, which is in contrast to the t-table value of 1.66. The original sample value is 0.499, with a p-value of 0.000. This indicates that the first hypothesis is accepted, signifying a significant influence of work-life balance on job satisfaction at PTPN V Riau.

Hypothesis Testing (H2): The table above addresses the second hypothesis, which posits that work-life balance significantly influences burnout. The calculated t-value is 48.173, exceeding the t-table value of 1.66. The original sample value is 0.889, and the p-value is 0.000. Therefore, the second hypothesis is accepted, indicating a significant influence of work-life balance on burnout at PTPN V Riau.

The table above addresses the third hypothesis, which suggests that burnout has a significant impact on job satisfaction. The calculated t-value is 6.465, surpassing the t-table value of 1.66. The original sample value is 0.474, with a p-value of 0.000. As a result, the third hypothesis is accepted, revealing a significant influence of burnout on job satisfaction at PTPN V Riau.

4.5 Indirect Effect

Furthermore, the results of the indirect influence of this research, namely work-life balance on job satisfaction with burnout as an intervention variable with a confidence level of 95% with a t-table value of 1.66, are as follows:

Table 6: Indirect Effect Test Results.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work-life balance -> Burnout -> Job Satisfaction	0,422	0,419	0,067	6,316	0,000

Hypothesis Testing (H4): Based on Table 6, the fourth hypothesis is addressed. The hypothesis asserts that there is a significant influence between work-life balance and job satisfaction through burnout. The calculated t-value stands at 6.316, surpassing the t-table value of 1.66. The original sample value is 0.422, with a p-value of 0.000. These findings indicate that the fourth hypothesis is accepted, signifying a significant impact of work-life balance on job satisfaction at PTPN V through burnout as an intervening variable. This also implies that burnout can act as an intervening variable that mediates the influence of work-life balance on job satisfaction.

4.6 Discussion

The analysis results of this study reveal significant relationships among the studied variables, namely work-life balance, job satisfaction, and burnout, in the context of PT Perkebunan Nusantara (PTPN) V in Riau. The data analysis results are used to present these findings and are compared with relevant findings from previous research in this field. The first finding indicates a positive and significant influence of work-life balance on job satisfaction. The earlier hypotheses are confirmed and the viewpoint that harmonious harmony between job demands and commitments to personal life contributes to achieving optimal job satisfaction is shown. This result aligns with previous studies, such as those by (Kelly et al., 2020; Lahamid et al., 2023; Priatna et al., 2022; Rony & Yulisyahnti, 2022), which also support the positive relationship between work-life balance and job satisfaction. The analysis findings show that work-life balance has a negative and significant impact on burnout levels. This finding is consistent with the concept that an imbalance between job demands and personal needs can lead to excessive stress, induce feelings of fatigue, and eventually result in burnout. Essentially, this result indicates that the more imbalanced the work-life balance, the higher the level of burnout. This finding is also in line with literature that highlights the negative impact of work-life imbalance on psychological well-being (Misra et al., 2019). The analysis results indicate that burnout has a negative and significant impact on job satisfaction. This suggests a meaningful relationship where individuals experiencing higher levels of burnout tend to have lower job satisfaction. Burnout, which is caused by excessive workloads and poorly managed pressures, can reduce individuals' interest, motivation, and engagement in their work. This result supports the perception found in the literature (Leiter & Maslach, 2005) that burnout detrimentally affects

work experience quality and leads to a decrease in job satisfaction. Subsequently, the analysis results indicate that burnout acts as a mediating variable in the relationship between work-life balance and job satisfaction. This finding suggests that the impact of work-life balance on job satisfaction is reflected in its impact on burnout levels. In other words, a worse work-life imbalance is more likely to trigger higher burnout levels, which in turn reduce job satisfaction. The importance of maintaining a balance between work and personal life to prevent burnout and enhance job satisfaction is underscored by this result. Overall, the data analysis results provide deeper insights into the dynamic relationships among work-life balance, burnout, and job satisfaction within the context of PTPN V in Riau. These findings provide valuable knowledge for understanding the need to develop a work environment that supports work-life balance to enhance employee job satisfaction and prevent burnout. This finding also underscores the important role of burnout as a mediator in the influence of work-life balance on job satisfaction.

5 CONCLUSIONS

The analysis results reveal a surprising relationship between burnout and job satisfaction in the workplace environment of PT Perkebunan Nusantara (PTPN) V in Riau. Although seemingly contradictory, this finding can be explained through several expert opinions and arguments found in relevant literature. First, there is a less explored perspective that moderate levels of burnout can trigger an increase in job satisfaction. This viewpoint is emphasized by Ahola et al. (2018), who suggest that when individuals experience burnout at a certain level, it can lead to deep reflections on the values and purposes within their work. This causes individuals to reconsider aspects of their job that make them dissatisfied, which can lead to positive changes in pursuit of greater job satisfaction. Second, the concept of "hitting rock bottom" in the experience of burnout, proposed by Maslach and Leiter (1997), might provide insight. They indicate that through the phase of "burnout rock bottom," individuals can reach a point where they feel they have nothing left to lose, triggering behavioral and attitudinal transformations in their work. In this case, such transformations could result in an increased appreciation for job aspects and ultimately enhance job satisfaction. Third, this phenomenon might also relate to the concept of "post-traumatic growth" within the context of burnout. Aligned with the idea that the experience of burnout

can lead to instances of positive change within individuals (Tedeschi & Calhoun, 2004), there is potential that overcoming burnout could have positive impacts on perceptions and satisfaction with work. Despite common belief, an approach that attempts to comprehend the psychological mechanisms can provide new insights into the relationship between burnout and job satisfaction. This finding suggests that the relationship among these variables might be more complex than previously assumed. However, it's important to carefully examine these results and further investigate them within broader and diverse research contexts to ensure the validity and generalizability of these findings.

5.1 Limitations

The limitations of this study encompass the defined parameters within the research scope. The research primarily focuses on the workplace environment of PT Perkebunan Nusantara (PTPN) V in Riau as the study location. The participants involved in this study are employees originating from various departments within the organization. The examined variables are limited to work-life balance, burnout, and job satisfaction. While other variables that might influence these relationships, such as cultural aspects or personality factors, are omitted from this analysis. Data collection is conducted through questionnaires, which bear the potential limitations of response diversity and data collection biases. The utilization of secondary data also comes with limitations, stemming from constraints in data availability or aspects not covered within the dataset. Despite the effort to elucidate burnout as an intervening variable between work-life balance and job satisfaction, this research does not consider other potential influencing factors. The findings of this study can only be applied to the studied population and context, and direct generalization to different organizations or workplace settings may not be suitable. Respondent variability also serves as a consideration, due to individual factors that cannot be entirely controlled within this study. The research timeline is confined to a specific period and does not reflect long-term changes, and external factors affecting the organization or workplace environment during the research period are not fully represented. Lastly, the limitations of the analysis employing the bootstrapping method might hinder a comprehensive summarization of the complex relationships among the investigated variables.

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