

# The Effect of Work-Life Balance on Employee Job Satisfaction with Burnout as Intervening Variable at PT xyz

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## Abstract

This study aims to examine the effect of work-life balance on job satisfaction, with burnout serving as a mediating variable. Employing a quantitative explanatory design, the study was conducted within a mining services company in Indonesia, namely PT Pama Persada Nusantara (KPCT Site). Data were collected through a survey-based approach using structured questionnaires administered to 67 employees selected through purposive sampling. Statistical analysis was applied to test both direct and indirect relationships among the variables. The findings indicate that work-life balance has a significant positive effect on job satisfaction and a significant negative effect on burnout. However, burnout does not exhibit a significant direct effect on job satisfaction. Despite this, burnout plays an indirect mediating role in the relationship between work-life balance and job satisfaction, suggesting that improvements in work-life balance can reduce burnout levels, which in turn enhances job satisfaction indirectly. These results highlight the complexity of employee well-being dynamics, where burnout may not independently determine job satisfaction but still functions as an important psychological mechanism linking work-life balance to employee attitudes. This study contributes to the human resource management and organizational behavior literature by clarifying the mediating role of burnout in the work-life balance-job satisfaction nexus, particularly in high-demand industrial contexts. Practically, the findings underscore the importance for organizations to implement effective work-life balance policies as a strategic approach to managing employee well-being and improving job satisfaction.

## 1. Introduction

### 1.1 Background of the Study

The contemporary business environment is characterized by rapid change, increasing competition, and escalating job demands that require organizations and employees to continuously adapt. Employees are no longer expected merely to complete routine tasks but are increasingly required to perform efficiently under time pressure, high performance targets, and complex responsibilities. Maharani et al. (2023) argue that job demands are often perceived as tasks that must be completed within limited time frames and require substantial physical, cognitive, and emotional effort. As a result, employees frequently experience time scarcity, work overload, and prolonged stress, which may adversely affect their psychological well-being and work attitudes.

In this context, organizations are increasingly challenged to create working conditions that not only enhance productivity

but also support employees' personal lives. Failure to address these challenges may result in declining job satisfaction, increased turnover intentions, and deteriorating organizational performance. Consequently, work-life balance has emerged as a critical issue in human resource management and organizational behavior research.

### 1.2 Work-Life Balance in the Mining Industry

Work-life balance refers to a condition in which individuals are able to manage work responsibilities and personal life demands in a harmonious and sustainable manner. Mandasari and Irawanto (2024) define work-life balance as a state of equilibrium in which professional obligations do not interfere excessively with personal and family life, and vice versa. Afifah (2022) further emphasizes that work-life balance involves prioritization and self-regulation, enabling individuals to pursue

career goals while maintaining social, family, and spiritual well-being.

The issue of work-life balance is particularly salient in the mining industry. Mining operations are commonly characterized by long working hours, shift systems, rotational schedules, physically demanding tasks, and remote work locations. Employees are often required to spend extended periods away from their families, which can disrupt social relationships and personal routines. These conditions make mining employees especially vulnerable to work-life imbalance, stress, and fatigue.

Given the high-risk nature of mining activities, both in terms of occupational safety and mental health, organizations in this sector must pay greater attention to employee well-being. Effective work-life balance practices are not only essential for maintaining employee satisfaction but also for ensuring sustainable performance, safety compliance, and organizational resilience.

### **1.3 Job Satisfaction as an Organizational Outcome**

Job satisfaction represents a central construct in organizational research due to its strong association with employee motivation, commitment, and performance. Neupane (2023) conceptualizes job satisfaction as a positive emotional state resulting from an individual's evaluation of their job experiences, encompassing aspects such as compensation, promotion opportunities, supervision quality, and relationships with coworkers. When employees perceive that their expectations align with organizational provisions, they are more likely to experience satisfaction at work.

Davidescu et al. (2020) assert that job satisfaction is influenced by a combination of psychological, physiological, and environmental factors, including emotional stability, self-awareness, and workplace conditions. High levels of job satisfaction are associated with increased organizational commitment, reduced turnover intentions, and improved productivity. Conversely, dissatisfied employees are more

likely to experience emotional exhaustion, disengagement, and reduced work quality.

In high-demand industries such as mining, job satisfaction becomes a crucial indicator of organizational health. Employees who are unable to balance work pressures with personal needs may experience declining satisfaction, which can ultimately undermine organizational effectiveness.

### **1.4 Burnout as a Mediating Mechanism**

While work-life balance is widely recognized as an important determinant of job satisfaction, the mechanisms through which this relationship operates remain an important area of inquiry. One such mechanism is burnout. Burnout is commonly defined as a chronic psychological response to prolonged work-related stress. Ichsan et al. (2022) describe burnout as a condition marked by emotional exhaustion, depersonalization, and reduced personal accomplishment, arising from excessive workloads, sustained pressure, and high expectations.

Maslach and Leiter (2001), as cited in Gultom and Liyas (2023), conceptualize burnout as a negative emotional reaction to prolonged exposure to stressful work environments. Employees experiencing burnout often feel emotionally drained, detached from their work, and less motivated to perform effectively. Alfajar and Hidayati (2022) further note that burnout may manifest in cynicism, feelings of helplessness, and a perception that one's efforts lack meaning or value.

In the context of work-life balance, burnout can be viewed as an intervening variable that explains how imbalance between work and personal life translates into negative work attitudes. Employees who fail to achieve balance are more likely to experience stress accumulation, which may eventually develop into burnout and subsequently reduce job satisfaction.

### **1.5 Empirical Evidence and Research Gap**

Previous studies have documented the positive influence of work-life balance on job

satisfaction across various occupational settings. For instance, Indrian et al. (2023) found that work-life balance significantly enhances job satisfaction among nurses, thereby improving overall performance. However, much of the existing literature focuses either on the direct relationship between work-life balance and job satisfaction or examines burnout as an outcome rather than as an explanatory mechanism.

Moreover, empirical evidence on the mediating role of burnout remains inconsistent. Some studies suggest that burnout directly reduces job satisfaction, while others indicate that burnout may function as an indirect pathway linking workplace conditions to employee attitudes. Importantly, research examining this mediating relationship within the mining industry remains limited, despite the sector's unique working conditions and high stress levels.

This gap indicates a need for studies that explicitly investigate burnout as a mediating variable in the relationship between work-life balance and job satisfaction, particularly in high-demand industrial contexts such as mining.

### 1.6 Organizational Context

PT Pama Persada Nusantara (PAMA), a subsidiary of PT United Tractors Tbk under the Astra International Group, is one of Indonesia's largest mining contractors. Established in 1993, PAMA provides comprehensive mining services, including drilling, blasting, overburden removal, coal hauling, and environmental management. Operating across multiple sites in remote areas, PAMA employees are exposed to demanding work schedules and challenging working conditions.

Preliminary workplace observations indicate that employees often face difficulties in maintaining a balance between professional responsibilities and personal life. Extended working hours, rotational shifts, and limited personal time contribute to fatigue, emotional strain, and declining motivation. These

conditions make PAMA an appropriate context for examining the interplay between work-life balance, burnout, and job satisfaction.

### 1.7 Research Objectives and Contributions

Based on the theoretical and empirical gaps identified above, this study aims to examine the effect of work-life balance on employee job satisfaction, with burnout serving as a mediating variable, within the context of the mining industry. Specifically, the study seeks to (1) analyze the direct effect of work-life balance on job satisfaction, (2) examine the effect of work-life balance on burnout, and (3) assess the mediating role of burnout in the relationship between work-life balance and job satisfaction.

This study contributes to the human resource management and organizational behavior literature by providing empirical evidence on the mediating role of burnout in a high-demand industrial setting. Practically, the findings are expected to offer insights for mining companies in designing effective work-life balance policies aimed at reducing burnout and enhancing employee job satisfaction.

## 2. Literature Review

### 2.1 Spillover Theory as the Grand Theoretical Framework

Spillover Theory explains how experiences, emotions, and attitudes in one life domain influence outcomes in another domain (Staines, 1980). Within organizational and management studies, this theory is widely used to explain how work-related conditions extend beyond the workplace and affect employees' personal well-being, attitudes, and behaviors. Spillover can be either positive, when favorable work experiences enhance personal life, or negative, when work stress and pressure undermine non-work domains.

In the context of this study, Spillover Theory serves as the grand theory linking work-life balance, burnout, and job satisfaction. Poor work-life balance represents a form of negative work-to-life spillover, where excessive job demands and limited recovery time increase psychological strain. This strain accumulates

and manifests as burnout, which subsequently spills back into the work domain in the form of reduced job satisfaction. Conversely, balanced work and personal roles may generate positive spillover, reducing burnout and enhancing affective outcomes such as job satisfaction.

Thus, Spillover Theory provides a coherent explanatory framework for understanding burnout as a psychological mechanism through which work-life balance influences job satisfaction.

## **2.2 Work-Life Balance and Its Implications**

Work-life balance refers to an individual's ability to effectively manage and integrate work and non-work roles without excessive conflict (Greenhaus et al., 2003). Contemporary literature emphasizes that work-life balance is not merely about time allocation but also about psychological involvement and satisfaction across life domains (Gragnano et al., 2020).

Empirical studies consistently show that inadequate work-life balance increases stress, emotional exhaustion, and psychological strain, while balanced role management promotes occupational well-being and life satisfaction. From a spillover perspective, work-life imbalance represents a key antecedent of negative spillover, where work demands intrude into personal life and erode recovery opportunities.

In this study, work-life balance is conceptualized as a critical antecedent that shapes employees' psychological responses to work demands. Insufficient balance is expected to heighten burnout, which in turn undermines positive work-related attitudes such as job satisfaction.

## **2.3 Job Satisfaction as an Affective Outcome**

Job satisfaction reflects an individual's overall affective evaluation of their job, encompassing emotional responses to tasks, rewards, supervision, and the work environment (MacIntyre, 1997). Modern organizational research positions job

satisfaction as a key indicator of occupational well-being and organizational sustainability.

Previous studies indicate that job satisfaction is highly sensitive to employees' psychological states. When individuals experience prolonged stress and emotional exhaustion, their positive evaluations of work decline, leading to lower satisfaction levels. Within the spillover framework, negative experiences originating from work-life imbalance may indirectly affect job satisfaction through internal psychological processes.

Accordingly, job satisfaction in this study is treated as an outcome variable that reflects the cumulative effects of work-life balance and burnout on employees' affective work attitudes.

## **2.4 Burnout as a Mediating Mechanism**

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, resulting from prolonged exposure to work-related stressors (Maslach & Jackson, 1981). Recent literature frames burnout as a form of chronic psychological strain that bridges job demands and adverse work outcomes.

Empirical evidence suggests that work-life imbalance significantly increases the risk of burnout by limiting recovery opportunities and intensifying role conflict. In turn, burnout negatively affects job satisfaction by depleting emotional resources and diminishing positive work engagement. This positions burnout as a critical mediating variable that explains how structural and contextual factors translate into affective outcomes.

Based on Spillover Theory, burnout represents the internalization of negative spillover from work-life imbalance, which subsequently spills back into work attitudes such as job satisfaction. Therefore, burnout is conceptually positioned as a partial mediator in the relationship between work-life balance and job satisfaction.

## 2.5 Conceptual Synthesis and Research Implications

Drawing on Spillover Theory, this literature review synthesizes prior findings into a coherent framework in which work-life balance influences job satisfaction both directly and indirectly through burnout. Work-life imbalance generates negative spillover, increasing burnout, which then diminishes job satisfaction. Conversely, balanced role management reduces psychological strain and supports positive affective outcomes.

This synthesis addresses gaps in prior research by explicitly positioning burnout as a mediating mechanism rather than merely an outcome variable. Consequently, the proposed model contributes to the literature by clarifying the psychological pathway linking work-life balance and job satisfaction, providing a strong theoretical foundation for hypothesis development.

## 3. Research Methods

### 3.1 Research Design

This study employs a quantitative explanatory research design using a survey approach to examine causal relationships among variables. The research focuses on the effect of work-life balance on job satisfaction, with burnout explicitly positioned as a mediating variable. This design allows for testing both direct and indirect relationships within the proposed model.

### 3.2 Research Setting and Sample

The study was conducted at PT Pama Persada Nusantara (KPCT Site), East Kutai Regency, Indonesia, between December 2024 and April 2025. The mining industry was selected due to its high job demands, extended working hours, and elevated exposure to occupational stress. The population consisted of 67 employees across four operational

departments, excluding top management. Given the limited population size, a census-based purposive sampling technique was applied, including all employees aged over 20 years with a minimum of one year of work experience. Accordingly, the findings are context-specific and not intended for broad generalization.

### 3.3 Data Collection

Primary data were collected using a structured questionnaire, supported by limited observations and interviews to provide contextual understanding. The questionnaire measured work-life balance, burnout, and job satisfaction using established indicators adapted from prior studies. All measurement items employed a five-point Likert scale.

### 3.4 Data Analysis

Data were analyzed using regression-based statistical analysis. The analysis included descriptive statistics, instrument validity and reliability testing, and mediation analysis to examine both direct and indirect effects among variables. Burnout was tested as a partial mediating variable in the relationship between work-life balance and job satisfaction through indirect effect analysis, ensuring consistency between the research model, hypotheses, and analytical approach.

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1 Description of Respondent Characteristics

An analysis of respondent characteristics was conducted to understand the variation in respondents based on age and length of work experience. This study involved 67 employees working at Office Crystal, PT Xyz. The following are the identities of the employees who participated in the study:



**Table 4. 1 Respondent Characteristics**

Characteristics	Number	Percentage
<b>Age</b>		
20-26 Years	24	35.8
26-30 Years	30	44.8
30-40 Years	13	19.4
<b>Total</b>	<b>67</b>	<b>100.0</b>
<b>Gender</b>		
Male	62	92.5
Female	5	7.5
<b>Total</b>	<b>67</b>	<b>100.0</b>
<b>Length of Work</b>		
1 Years	1	1.5
1-5 Years	58	86.5
5-10 Years	4	6.0
10-16 Years	4	6.0
<b>Total</b>	<b>67</b>	<b>100.0</b>

Source: Primary Data

Based on Table 4.1, the research results show that most respondents are aged between 26 and 30 years, with a total of 30 people or approximately 44.8% of the total respondents. The 20 to 26 age group consists of 24 people or 35.8%, while the remaining 13 people or 19.4% are in the 30 to 40 age range. From this data, it can be concluded that the majority of employees are still in the early to mid-stage of their careers.

In terms of gender, this study shows a dominance of male employees, totaling 62 people or approximately 92.5%, while the number of female employees is only 5 people or 7.5%. This reflects that the workforce at PT. Pama Persada Nusantara Site KPCT is predominantly male.

When looking at the length of employment, the majority of respondents, 58 people or 86.5%, have worked at the company for 1 to 5 years. Meanwhile, only 1 person or 1.5% has less than 1 year of service. Four employees, or 6.0%, have work experience between 5 and 10 years, and four others have even longer tenure, ranging from 10 to 16 years.

Overall, it can be concluded that the majority of employees in this study are men aged 26 to 30 years with work experience

between 1 and 5 years. This data indicates that the workforce in this company is dominated by employees who are still in their productive years and at the career development stage.

#### 4.1.2 Description of research variables

The purpose of describing research variables is to provide a detailed overview of the variables used in the study. The number of research participants is expressed using numerical values and variable percentages. The components of the research variables used in this study are:

**4.1.2.1 Work-Life Balance Variable (X)****Table 4.2 Frequency Distribution of Work-Life Balance Variable Items (X)**

Respondent Responses										
Item	5		4		3		2		1	
	SS		S		KS		TS		STS	
	F	%	F	%	F	%	F	%	F	%
X1	20	29,9	36	53,7	8	11,9	2	3,0	1	1,5
X2	12	17,9	34	50,7	16	23,9	1	1,5	4	6,0
X3	18	26,9	34	50,7	11	16,4	3	4,5	1	1,5
X4	19	28,4	33	49,3	11	16,4	3	4,5	1	1,5

Source: Data processed in 2025

Based on Table 4.2, the Work-life balance (X) variable for item number (X1) indicates a balance between work and activities outside of work. Out of a total of 67 workers, 36 people (53.7%) agreed and only 1 person (1.5%) strongly disagreed. For item number (X2), which indicates difficulty in balancing work and activities outside of work, out of a total of 67 workers, 34 (50.7%) agreed and only 1 (1.5%) disagreed.

Question item (X3) shows that the time spent working and engaging in activities outside of work is appropriate. Out of a total of 67 workers, 34 (50.7%) agreed and only 1 (1.5%) strongly disagreed. Meanwhile, item (X4) indicates the overall balance between work and personal life. Out of a total of 67 workers, 33 (49.3%) agreed and only 1 (1.5%) strongly disagreed.

**4.1.2.2 Job Satisfaction Variable (Y)****Table 4. 3 Frequency Distribution of Job Satisfaction Variable Items (Y)**

Respondent Responses										
Item	5		4		3		2		1	
	SS		S		KS		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Y1	38	56,7	27	40,2	1	1,5	1	1,5	0	%
Y2	30	44,8	33	49,2	4	6,0	0	%	0	%
Y3	25	37,3	39	58,2	2	3,0	1	1,5	0	%
Y4	20	29,9	44	65,6	3	4,5	0	%	0	%
Y5	15	22,4	45	67,1	6	9,0	1	1,5	0	%
Y6	15	22,4	44	65,6	7	10,4	1	1,5	0	%
Y7	14	20,9	42	62,6	10	14,9	1	1,5	0	%
Y8	11	16,4	42	62,6	12	17,9	2	3,0	0	%
Y9	9	13,4	43	64,1	14	20,9	1	1,5	0	%
Y10	11	16,4	38	56,6	17	25,4	1	1,5	0	%

Source: Data processed in 2025

Based on Table 4.3, the Job Satisfaction (Y) variable for item number (Y1) indicates that employees will receive a promotion if they perform well. Out of a total of 67 employees, 38 (56.7%) strongly agreed. For item number (Y2),

which measures closeness to colleagues at work, 33 employees (49.2%) agreed. For item number (Y3), which indicates feeling happy at work, 39 people (58.2%) answered agree.

For item number (X4), which indicates overall balance between work and personal life, out of a total of 67 workers, 33 people (49.3%) answered agree and only 1 person (1.5%) answered strongly disagree. Question item number (Y5) indicates that the variable of managerial support, 45 people (67.1%) answered agree. For question item number (Y6) indicating that the variable of work being good for health, 44 people (65.6%) answered agree.

Question item number (Y7) shows that the variable of salary was agreed upon by 42 people (62.6%). Question item number (Y8) shows that the variable of talent and skills was

agreed upon by 42 people (62.6%). Question item number (Y9) shows that the variable of social interaction was agreed upon by 43 people (64.1%). Question item number (Y10) shows that the comfort variable was agreed upon by 38 respondents (56.6%).

Meanwhile, for question items (Y2) and (Y4), there were no respondents who disagreed with those question items. Similarly, for question items (Y1–Y10), there were no respondents who strongly disagreed with those question items.

#### 4.1.2.3 Burnout Variable (Z)

**Table 4. 4 Frequency Distribution of Burnout Variable Items (Z)**

Item	Respondent Responses									
	5		4		3		2		1	
	SS		S		KS		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Z1	34	50,7	20	29,9	5	7,5	5	7,5	3	4,5
Z2	34	50,7	21	31,3	5	7,5	4	6,0	3	4,5
Z3	29	43,4	22	32,8	6	9,0	7	10,4	3	4,5
Z4	25	37,3	26	38,8	6	9,0	6	9,0	4	6,0
Z5	22	32,8	29	43,3	8	11,9	3	4,5	5	7,5
Z6	20	29,9	29	43,3	7	10,4	6	9,0	5	7,5
Z7	19	28,4	31	46,3	10	14,9	3	4,5	4	6,0
Z8	17	25,4	34	50,7	6	9,0	4	6,0	6	9,0
Z9	15	22,4	34	50,7	5	7,5	7	10,4	6	9,0
Z10	14	20,9	39	58,2	12	17,9	0	%	2	3,0
Z11	11	16,4	41	61,2	14	20,9	0	%	1	1,5
Z12	11	16,4	44	65,7	11	16,4	1	1,5	0	%
Z13	12	17,9	45	67,2	10	14,9	0	%	0	%
Z14	9	13,4	46	68,7	12	17,9	0	%	0	%
Z15	9	13,4	47	70,2	11	16,4	0	%	0	%
Z16	8	11,9	45	67,2	14	20,9	0	%	0	%
Z17	8	11,9	43	64,2	16	23,9	0	%	0	%
Z18	3	4,5	37	55,2	17	25,4	4	6,0	6	9,0
Z19	3	4,5	38	56,7	17	25,4	4	6,0	5	7,5
Z20	2	3,0	36	53,7	17	25,4	6	9,0	6	9,0
Z21	1	1,5	36	53,7	18	26,9	6	9,0	6	9,0

Source: Data processed in 2025

Based on Table 4.4, the Burnout (Z) variable for item number (Z1) indicates emotional exhaustion. Out of a total of 67 workers, 34 people (50.7%) answered strongly

agree and 3 people (4.5%) answered strongly disagree. For item number (Z2), which indicates closeness to people at work, 34 people (50.7%) answered agree and 3 people (4.5%) answered



strongly disagree. For item number (Z3), which indicates fatigue upon waking in the morning, 29 people (43.4%) answered strongly agree and 3 people (4.5%) answered strongly disagree. For question number (Z4), which measures fatigue when working with others, 26 people (38.8%) answered “agree” and 4 people (6.0%) answered “strongly disagree.” For question number (Z5), which measures fatigue due to work, 29 people (43.3%) answered ‘agree’ and 3 people (4.5%) answered “disagree.”

For question item number (Z6) indicating frustration due to work, 29 people (43.3%) answered agree and 5 people (7.5%) answered strongly disagree. Question item number (Z7) indicating fatigue due to work, 31 people (46.3%) answered agree and 3 people (4.5%) answered disagree. Question item number (Z8) indicates work pressure, with 34 people (50.7%) agreeing and 4 people (6.0%) disagreeing. Question number (Z9) indicates being fed up with work, with 34 people (50.7%) agreeing and 5 people (7.5%) disagreeing. Question number (Z10) addressed understanding others' feelings, with 39 respondents (58.2%) agreeing and none (0%) disagreeing.

Question number (Z11) addressed problem-solving, with 41 respondents (61.2%) agreeing and none (0%) disagreeing. Question number (Z12) shows positive influence, with 44 people (65.7%) agreeing and none (0%) strongly disagreeing. Question number (Z13) shows feeling energetic, with 45 people (67.2%) agreeing and none (0%) disagreeing or strongly disagreeing. Question number (Z14) indicates creating a relaxed atmosphere, with 46 people (68.7%) agreeing and none (0%) disagreeing or strongly disagreeing. Question number (Z15) indicates feelings of joy in working together,

with 47 people (70.2%) agreeing and none (0%) strongly disagreeing or disagreeing. Question number (Z16) indicates achieving important things, with 45 people (67.2%) answering agree and none (0%) answering disagree and strongly disagree.

Question number (Z17) indicates handling emotional problems, with 43 people (64.2%) answering agree and none (0%) answering strongly disagree and very strongly disagree. Question number (Z18) indicates indifference toward others, with 37 people (55.2%) answering agree and 3 people (4.5%) answering strongly agree. Question number (Z19) indicates feelings of anxiety about work, with 38 people (56.7%) answering agree and 3 people (4.5%) answering strongly agree. Question number (Z20) indicates feelings of indifference toward others, with 36 people (53.7%) answering “agree” and 2 people (3.0%) answering “strongly agree.” Question number (Z21) indicates feelings of being cornered, with 38 people (56.7%) answering ‘agree’ and 1 person (1.5%) answering “strongly agree.”

#### 4.1.3 Data Instrument Testing

##### 4.1.3.1 Validity Test

A sample consisting of 67 employees participated in the testing as respondents. Using the calculated  $r$  value (Total Corrected Item Correlation)  $> r$  table of 0.1997 for  $df = 67 - 2 = 65$ ;  $\alpha = 0.5$ , one can determine the validity of the proposition being tested. The item or statement being tested is considered valid if the  $r$  value from the SPSS calculation is higher than the  $r$  table value, i.e., 0.199, and vice versa. The validity test results were obtained from the testing using SPSS and are shown in the following table.

**Table 4.5 Validity Test Results for the Work-Life Balance**

Item Number	$r_{\text{calculation}}$	$r_{\text{table}}$	Results
1	0,777	0,199	Valid
2	0,295	0,199	Valid
3	0,812	0,199	Valid
4	1	0,199	Valid

Source: Data processed 2025

Based on Table 4.5, since  $r_{hitung}$  (Corrected Item-Total Correlation) >  $r_{tabel}$  of

0.1997, it can be concluded that these items are valid.

**Table 4.6 Results of the Validity Test for the Job Satisfaction Variable (Y)**

Item Number	$r_{\text{calculation}}$	$r_{\text{table}}$	Results
1	0,440	0,199	Valid
2	0,518	0,199	Valid
3	0,491	0,199	Valid
4	0,582	0,199	Valid
5	0,577	0,199	Valid
6	0,523	0,199	Valid
7	0,687	0,199	Valid
8	0,597	0,199	Valid
9	0,776	0,199	Valid
10	1	0,199	Valid

Source: Data processed in 2025

Based on Table 4.6, it can be seen that all statement items for the Job Satisfaction variable have a valid status, as the calculated value

(Corrected Item-Total Correlation) > table value of 0.1997.

**Table 4.7 Results of the Validity Test for the Burnout (Z) Variable**

Item Number	$r_{\text{calculation}}$	$r_{\text{table}}$	Results
1	0.888	0.199	Valid
2	0.869	0.199	Valid
3	0.920	0.199	Valid
4	0.879	0.199	Valid
5	0.928	0.199	Valid
6	0.942	0.199	Valid
7	0.925	0.199	Valid
8	0.930	0.199	Valid
9	0.927	0.199	Valid
10	0.773	0.199	Valid
11	0.732	0.199	Valid
12	0.610	0.199	Valid
13	0.667	0.199	Valid
14	0.676	0.199	Valid
15	0.682	0.199	Valid
16	0.632	0.199	Valid
17	0.645	0.199	Valid
18	0.887	0.199	Valid
19	0.863	0.199	Valid
20	0.910	0.199	Valid
21	0.906	0.199	Valid
		<b>Unstandardized Residual</b>	
N		67	
Normal Parameters <sup>a,b</sup>		Mean = 0.000	
		Std. Deviation = 3.972	
Most Extreme Differences		Absolute = 0.194	
		Positive = 0.194	
		Negative = -0.127	
Test Statistic		0.194	
Asymp. Sig. (2-tailed)		0.200	

Source: Data processed in 2025

Based on Table 4.7, the validity test results indicate that all statement items measuring the burnout variable are valid. This conclusion is drawn from the fact that all calculated correlation values ( $r_{\text{calculation}}$ ) exceed the critical value of  $r_{\text{table}}$  (0.199). Therefore, all burnout measurement items are appropriate for further analysis.

#### 4.1.3.2 Reliability Test

The reliability analysis was conducted only on items that had passed the validity test. This study employed the split-half method using SPSS software to assess instrument reliability. The results of the reliability testing for each research variable are presented in the following table.

*Table 4.8 Reliability Test Results*

No	Variable	$r_{\text{alpha}}$	$r_{\text{critical}}$	Result
1	Work-life balance	0.820	0.600	Reliable
2	Job satisfaction	0.930	0.600	Reliable
3	Burnout	0.976	0.600	Reliable

*Source: Data processed in 2025*

The results indicate that the Cronbach's Alpha values for work-life balance (0.820), job satisfaction (0.930), and burnout (0.976) all exceed the minimum acceptable threshold of 0.600. This confirms that all research instruments used in this study are reliable and suitable for data analysis.

#### 4.1.4 Classical Assumption Test

##### 4.1.4.1 Normality Test

The normality test was conducted using the one-sample Kolmogorov-Smirnov test in SPSS by comparing the obtained p-value with a significance level of 0.05. If the p-value is

greater than 0.05, the data are considered to be normally distributed. The results of the Kolmogorov-Smirnov test show a significance value of 0.200, which is greater than 0.05. This indicates that the data for work-life balance, burnout, and job satisfaction are normally distributed and meet the normality assumption.

##### 4.1.4.2 Linearity Test

The linearity test was conducted by examining the significance value of the deviation from linearity. A significance value greater than 0.05 indicates a linear relationship between variables.

*Table 4.10 Linearity Test Results*

Model	Sig.	Results
X to Y	0.311	Linear
X to Z	0.666	Linear
Z to Y	0.071	Linear

*Source: Data processed in 2025*

The results indicate that all relationships tested in this study are linear, as all significance values exceed the 0.05 threshold.

##### 4.1.4.3 Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser test, with the results presented in the following table.

*Table 4.11 Heteroscedasticity Test Results*

Variable	B	t-statistic	Sig.
Constant	5.268		
Work-Life Balance	-0.078	-0.783	0.437
Burnout	-0.017	-1.075	0.286

*Source: Data processed in 2025*

The results indicate that the significance values for work-life balance (0.437) and burnout (0.286) are greater than 0.05. This suggests that the regression model does not exhibit heteroscedasticity and therefore meets the classical assumption requirements.

#### 4.1.5 Hypothesis Testing

##### 4.1.5.1 Path Analysis Model I

The results of Path Analysis Model I, as presented in Table 4.12 and Table 4.13, indicate that work-life balance has a negative and statistically significant effect on burnout. The regression coefficient of -2.683 with a

significance value of 0.000 ( $< 0.05$ ) demonstrates that an increase in employees' perceived work-life balance is associated with a decrease in burnout levels. This finding suggests that effective management of work-life balance plays a crucial role in mitigating employee burnout. Furthermore, the R-square value of 0.361 indicates that work-life balance explains 36.1% of the variance in burnout, while the remaining 63.9% is influenced by other factors outside the model. The residual error for this structural model is calculated as  $\sqrt{(1 - 0.361)}$ , resulting in an error value (e1) of 0.799.

**Table 4.12 Results of Test X to Z**

Variable	B	t-statistic	Sig.
Constant	22.695		
Work-life balance	-2.683	-4.162	0.000

Source: Data processed 2025

**Table 4.13 Results of Test X to Z (2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601a	0.361	0.351	14.146

Picture 4.3 Path Analysis Model I

##### 4.1.5.2 Path Analysis Model II

Path Analysis Model II examines the direct effect of work-life balance on job satisfaction. As shown in Table 4.14 and Table 4.15, the regression coefficient for work-life balance is 1.761 with a t-statistic of 4.802 and a significance value of 0.000, indicating a positive and statistically significant relationship. This result implies that higher levels of work-life balance contribute directly to increased job

satisfaction among employees. The correlation coefficient (R) of 0.707 reflects a strong relationship between the two variables, while the R-square value of 0.500 indicates that 50% of the variation in job satisfaction can be explained by work-life balance. The adjusted R-square value of 0.492 further confirms the stability of the model. The residual error for this model is calculated as  $\sqrt{(1 - 0.500)}$ , resulting in an error value (e2) of 0.707.

**Table 4.14 Results Test X to Y**

Variable	B	t-statistic	Sig.
Constant	23.693		
Work-life balance	1.761	4.802	0.000

Source: Data processed 2025

**Table 4.15 Results Test X to Y (2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707a	0.500	0.492	3.146

Picture 4.4 Path Analysis Model II

#### 4.1.5.3 Path Analysis Model III

The results of Path Analysis Model III, presented in Table 4.16 and Table 4.17, show that burnout has a negative and statistically significant effect on job satisfaction. The regression coefficient of -0.061 indicates that an increase in burnout leads to a decrease in job satisfaction. This relationship is statistically supported by a t-statistic of -2.802 and a significance value of 0.045, which is below the

0.05 threshold. The R value of 0.233 suggests a weak relationship between burnout and job satisfaction, while the R-square value of 0.054 indicates that burnout explains only 5.4% of the variance in job satisfaction. The adjusted R-square value of 0.040 reinforces the limited explanatory power of this model. The residual error is calculated as  $\sqrt{(1 - 0.054)}$ , resulting in an error value (e3) of 0.972.

**Table 4.16 Results Test Z to Y**

Variable	B	t-statistic	Sig.
Constant	33.180		
Burnout	-0.061	-2.802	0.045

Source: Data processed 2025

#### 4.1.5.4 Results Test X and Z to Y

The simultaneous testing of work-life balance and burnout on job satisfaction, as shown in Table 4.18 and Table 4.19, indicates that both variables significantly influence job satisfaction in opposite directions. Work-life balance has a positive and significant effect on job satisfaction with a regression coefficient of 1.812 and a significance value of 0.000, while burnout has a negative and significant effect with a regression coefficient of -0.969 and a significance value of 0.002. The R value of 0.747

reflects a strong combined relationship between the independent variables and job satisfaction. The R-square value of 0.558 indicates that 55.8% of the variation in job satisfaction is jointly explained by work-life balance and burnout, while the remaining 44.2% is attributed to other variables not included in the model. The adjusted R-square value of 0.544 confirms the robustness of the model, and the standard error of the estimate of 3.305 indicates an acceptable level of prediction accuracy.

**Table 4.18 Results Test X and Z to Y**

Variable	B	t-statistic	Sig.
Constant	24.277		
Work-life balance	1.812	4.091	0.000
Burnout	-0.969	3.162	0.002

Source: Data processed 2025

**Table 4.19 Results Test X and Z to Y (2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747a	0.558	0.544	3.305

#### 4.1.6 Bootstrapping Output Results

The bootstrapping analysis confirms the existence of a mediation effect in the research model. The indirect effect of work-life balance on job satisfaction through burnout is -0.3082 and statistically significant ( $p = 0.0099$ ), indicating that burnout partially mediates the

relationship between work-life balance and job satisfaction. The use of bootstrapping strengthens the reliability of the mediation results, particularly given the relatively small sample size, and supports the robustness of the indirect effect estimation.



## 4.2 Discussion

### 4.2.1 The Effect of Work-Life Balance (X) on Job Satisfaction (Y)

The analysis results yielded a significance value of  $0.000 < 0.05$ , indicating that the hypothesis stating, "There is a positive and significant influence between work-life balance (X) and job satisfaction (Y) among employees at PT. Pama Persada Nusantara's KPCT site," is true and accepted. This research demonstrates that work-life balance influences employee job satisfaction. In addition to implementing work-life balance, companies and employees also need to pay attention to job satisfaction. This is because job satisfaction influences employee performance and has a positive impact on employees.

This is consistent with the Spillover Hypothesis proposed by Staines (1980), which describes how experiences in one aspect of a person's life can have positive or negative effects on other aspects of their life if they have a healthy work-life balance. Positive experiences from personal life can carry over into work, ultimately increasing job satisfaction. Conversely, if there is an imbalance, such as high work pressure or insufficient time for personal life, stress and fatigue can carry over into the work environment, thereby reducing job satisfaction levels.

Based on previous research conducted by Arumningtyas & Trisafidaningsih (2021), the t-test on the Work-Life Balance variable yielded a calculated t-value of  $4.769 > t\text{-table } 1.669$ , with a significance level of  $0.000 < 0.05$ . This indicates that H1 is accepted and H<sub>0</sub> is rejected, meaning that work-life balance has a positive and significant effect on employee job satisfaction at CV. Lestari Nusantara.

Furthermore, the findings of this study reinforce the results of Afifah's (2022) research. The results show that the job satisfaction of female employees at PT. Telekomunikasi Indonesia Graha Merah Putih, Bandung City, is significantly and positively influenced by work-life balance. Job satisfaction levels increase in line with the level of balance between work and personal life.

Therefore, the findings of this study support the idea that work-life balance is crucial for enhancing employee job satisfaction across various industries, including at PT. Pama Persada Nusantara, KPCT. Therefore, to sustainably improve employee well-being and productivity, businesses must continue to support policies that promote work-life balance.

### 4.2.2 The Influence of Burnout (Z) on Job Satisfaction (Y)

The hypothesis stating that "Burnout (Z) influences employee job satisfaction (Y) at PT. Pama Persada Nusantara site KPCT" is rejected, based on the research results above, which yielded a significance value of  $0.058 > 0.05$ . Thus, the research findings indicate that employee job satisfaction is not significantly influenced by burnout.

Although employees experience emotional exhaustion, feelings of detachment from work or colleagues (depersonalization), and low personal accomplishment, they can still feel job satisfaction. This is likely influenced by other factors, such as adequate compensation, career development opportunities, and a conducive work environment. With these factors in place, the negative effects of burnout can be minimized, thereby maintaining job satisfaction.

According to the Spillover Theory, experiences in one aspect of life can spill over and influence other aspects of life, both positively and negatively. However, in this context, the impact of burnout on job satisfaction does not appear to occur directly, as compensation factors can mitigate these negative effects. In other words, even if employees experience burnout, job satisfaction can still be maintained due to positive compensation from other aspects of the work environment.

This research finding aligns with Rony & Yulisyahyanti's (2022) study, which found that job satisfaction is negatively but marginally influenced by the burnout variable. This indicates that although the impact is limited, reducing the level of burnout experienced by

workers in the XYZ region while maintaining infrastructure and facilities can increase job satisfaction and productivity.

This study further reinforces the findings of Savigo et al. (2023), who stated that low levels of burnout can reduce employee job satisfaction, as burnout has a negative and significant impact on job satisfaction.

#### **4.2.3 The Effect of Work-Life Balance (X) on Burnout (Z)**

The hypothesis in this study states that “work-life balance affects burnout among employees at PT. Pama Persada Nusantara site KPCT.” Based on the regression analysis results, a negative regression coefficient value with a significance level of 0.000 was obtained. Since this significance level is less than the significance threshold of 0.05, it can be concluded that the effect is statistically significant. Therefore, hypothesis H3 is accepted, meaning that work-life balance has a negative and significant effect on burnout.

A negative regression coefficient indicates that the higher the level of work-life balance employees have, the lower the level of burnout they experience. This means that an individual's ability to maintain a balance between personal and professional life contributes to reducing the level of work-related fatigue they experience.

This result is supported by the Model Summary output, which shows an R value of 0.601, indicating a fairly strong relationship between work-life balance and burnout. The R Square value of 0.361 indicates that approximately 36.1% of burnout variation can be explained by work-life balance. The Adjusted R Square value of 0.351 reinforces this information by accounting for the model's effectiveness in relation to the number of independent variables used. Meanwhile, the standard error of the estimate indicates that the model has an acceptable level of prediction error.

Theoretically, these findings align with spillover theory, which explains that an imbalance between work and personal life can negatively impact an individual's psychological

well-being. When this balance is not achieved, stress from work can spill over into personal life, triggering emotional exhaustion and burnout. Conversely, a good balance allows individuals to manage work-related stress more effectively and maintain mental health.

These empirical findings are also consistent with previous research, such as that reported by Savigo et al. (2023), which states that work-life balance has a negative and significant effect on burnout. Similarly, research by Fa Denandra et al. (2024) concludes that work-life balance has a significant negative effect on burnout. This reinforces that the balance between personal life and work is an important factor in preventing work fatigue among employees.

Thus, the results of this study emphasize the importance of organizations creating policies and work environments that support work-life balance. Support for this balance not only impacts employee well-being but can also increase overall work effectiveness and organizational productivity.

#### **4.2.4 The Effect of Work-Life Balance (X) on Job Satisfaction (Y) through Burnout (Z)**

The hypothesis stating that “There is an effect between work-life balance (X) and job satisfaction (Y) with burnout (Z) as an intervening variable at PT. Pama Persada Nusantara site KPCT” is accepted. The direct effect of variable X on variable Y is 0.747, according to the data generated. Meanwhile, the beta value of X on Z multiplied by the beta value of Z on Y, or  $0.601 \times 0.233 = 0.140033$ , represents the indirect effect of variable X through variable Z on variable Y. The direct effect value is greater than the indirect effect value, i.e.,  $0.747 > 0.140033$ , as determined from the above calculations. Additionally, the bootstrapping analysis used for the mediation test shows that X directly through Z significantly influences Y because the direct effect value is greater than the indirect effect value, i.e., 0.747.

This relationship can be explained through spillover theory, which states that

experiences at work can carry over into other aspects of life. The negative impact of an unbalanced work-life balance increases the likelihood of burnout, which in turn reduces job satisfaction. On the other hand, a healthy work-life balance has a positive effect that increases motivation and job satisfaction. These findings support the idea that fatigue remains a mediating variable, but work-life balance is the primary determinant of job satisfaction. To enhance employee happiness and reduce the risk of burnout, businesses should promote work-life balance policies.

In their study, *The Influence of Work-Life Balance on Job Satisfaction with Burnout as an Intervening Variable*, Savigo et al. (2023) concluded that work-life balance has a negative impact on burnout and a positive and substantial impact on job satisfaction. In addition, job satisfaction is negatively affected by burnout. Therefore, burnout functions as a partial mediating variable in the relationship between work-life balance and job satisfaction, with healthy work-life balance directly and indirectly increasing job satisfaction by reducing burnout levels.

## 5. Closing

### 5.1 Conclusion

This study examines the effect of work-life balance on job satisfaction, with burnout as a mediating variable, among employees at PT Pama Persada Nusantara, KPCT site. The findings confirm that work-life balance has a direct and positive influence on job satisfaction, indicating that employees who are able to balance work demands with personal life tend to experience higher satisfaction at work.

The results also show that work-life balance has a significant negative effect on burnout, suggesting that a balanced work-life arrangement plays an important role in reducing emotional exhaustion and work-related fatigue. In contrast, burnout does not demonstrate a strong direct effect on job satisfaction, implying that employees may remain satisfied despite experiencing burnout

when other supportive organizational factors are present.

Furthermore, the mediation analysis indicates that burnout functions as a partial mediator in the relationship between work-life balance and job satisfaction. Although the indirect effect exists, the direct effect of work-life balance remains dominant. These findings support the Spillover Theory, which posits that positive experiences in personal life can transfer into the work domain and enhance employee attitudes.

### 5.2 Theoretical Implications

This study contributes to the literature by empirically reinforcing the role of work-life balance as a primary determinant of job satisfaction, while positioning burnout as a complementary explanatory mechanism. The findings extend Spillover Theory within the context of the mining industry, highlighting that work-life balance not only improves well-being directly but also mitigates negative psychological outcomes.

### 5.3 Practical Implications

For organizations, particularly in high-demand industries, the results emphasize the importance of implementing policies that support work-life balance, such as flexible scheduling and workload management. Such initiatives can enhance job satisfaction and simultaneously reduce the risk of burnout, ultimately supporting employee well-being and organizational sustainability.

### 5.4 Limitations and Future Research

This study is limited by its relatively small sample size and single-site focus. Future research is encouraged to involve larger and more diverse samples, apply longitudinal designs, and explore additional mediating or moderating variables to further enrich understanding of work-life balance, burnout, and job satisfaction relationships.

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