

The Impact of Work -Life Balance and Burnout on Employee Performance with Job Satisfaction as an Intervene Variables among Generation Z Employees in Bekasi Regency

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Abstract

Generation Z refers to individuals born between 1995 and 2010. Growing up in the midst of technological advancements, Generation Z possesses distinct mindsets and habits compared to previous generations, which accordingly influence their perspectives on the workforce. This research aims to examine the effects of Work-Life Balance and Burnout on Employee Performance, with Job Satisfaction as the mediating variable, among Generation Z employees in Bekasi Regency. The sampling method employed in this study is non-probability sampling, specifically purposive sampling, with a sample size of 120 respondents determined using the Lemeshow formula. The participants in this research consist of Generation Z employees in Bekasi Regency. The methodology employed in this study is Structural Equation Modeling (SEM) analysis conducted with Lisrel 8.8 software. The findings indicate that Work-Life Balance does not significantly impact Employee Performance, Burnout does not significantly influence Employee Performance, Burnout does not significantly affect Job Satisfaction, Work-Life Balance significantly affects Job Satisfaction, Job Satisfaction significantly impacts Employee Performance, and Job Satisfaction mediates the relationship between Work-Life Balance and Employee Performance, as well as Burnout and Employee Performance.

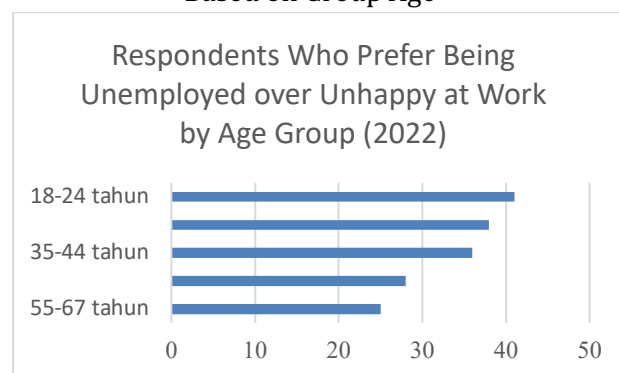
1. INTRODUCTION

In the era of globalization, advanced technology, and easily accessible information facilities, it has become increasingly convenient to obtain information. However, amid all these conveniences, the business market has become more competitive due to the proliferation of these advancements. One method employed to navigate this competition is by fortifying the human resources within a company. Highly qualified human resources play a pivotal role in the company's success, fostering creative innovation that is essential for survival in a competitive business landscape. Quality human resources naturally contribute to a comfortable working environment.

According to a survey by Jobstreet.co.id, 85% of respondents admitted to experiencing poor work-life balance. Another study conducted by JobStreet.com revealed that 62% of workers still struggle with sleep due to persistent job-related thoughts. Furthermore, a

study conducted by Morgan Redwood in England discovered that companies that encourage a healthy work-life balance among their employees experience a 20% increase in productivity compared to those that neglect this aspect (Jobstreet.co.id, 2022).

Figure I Respondents Who Voted Become Unemployment than Unhappy in Place Work Based on Group Age



Source : Databox Katadata , Randstad Workmonitor Year 2022

Based on the information provided in Figure I above, data from Databoks 2022 reveals insights from the Randstad Workmonitor research conducted in 2022. This research indicates that Generation Z and millennials tend to opt for unemployment rather than remaining in a workplace where they are unhappy. This phenomenon is particularly pronounced among Generation Z. The study identifies notable differences between the younger age group and the older demographic in terms of their decisions to choose unemployment over job dissatisfaction (databoks.katadata.co.id, 2022).

Table 1 Results of Pre - Performance Survey Employee

NO	Employee Performance	Results		Amount Sample
		Yes	No	
1	I always finish every work I with appropriate time	10	20	30
2	I can Work achieve / exceed targets	18	12	30
3	I use time Work with maximum without do activity personal	9	21	30
4	I'm coming to office appropriate time	23	7	30
5	I can innovate in finish work	22	8	30

Based on the results of the Pre-Survey conducted by the writer, it can be observed that 21 respondents mentioned that they do not effectively utilize their work time to the maximum extent. This indicates that they are still engaged in personal activities during work hours. Additionally, 20 respondents reported that they are unable to complete their tasks within the appropriate time frame. This signifies the existence of a performance issue among Generation Z employees in Bekasi Regency. The Work-Life Balance movement must be understood as the realization of social time fulfillment, which respects the personal lives of all workers, while also promoting efficiency in working hours (Kompasiana.com, 2020). On-site work stress is often referred to as

Burnout, a chronic stress condition wherein employees experience physical, mental, and emotional exhaustion due to their job (djkn.kemenkeu.go.id, 2020). Burnout is characterized by three primary aspects: first, physical fatigue, where individuals feel consistently tired and helpless. Second, emotional fatigue, marked by emotions of depression and helplessness, making them feel trapped in their jobs. Third, burnout patients often experience anxiety and mental fatigue, leading to cynical and negative behavior towards others and their work. As per Wibowo in Atmaja's study (2022), performance refers to the activities undertaken and the outcomes achieved from one's work. Work satisfaction is necessary to elicit a positive response from employees and enhance their motivation towards the work environment. Based on the findings of the survey in Figure I, the writer concludes that work satisfaction significantly impacts the performance of employees, which can be either high or low.

2. LITERATURE REVIEW

2.1 Theory of Work Life Balance

According to Greenhaus (cited in Yanthy et al., 2020), work-life balance is a condition in which a person achieves a harmonious equilibrium between their role as a worker and their roles within their family. Work-life balance encompasses an individual's ability to effectively manage and allocate their time and energy between their professional life and family responsibilities, as well as other commitments. In a state of work-life balance, individuals are able to prioritize effectively and allocate their resources in a balanced manner between their work and personal life.

2.2 Burnout Theory

According to Poerwandari (cited in Ratnasari, 2021), burnout is a state of fatigue and diminished energy that affects both the psychological and physical aspects of an individual. This fatigue often presents as persistent physical, mental, and emotional exhaustion. It is a psychophysiological

phenomenon where psychological burden transfers to physical ability, resulting in symptoms such as dizziness, difficulty concentrating, and susceptibility to illness. Burnout tends to be cumulative in nature and can pose challenges that are not easily overcome.

2.3 Employee Performance Theory

Menurut Widodo dalam penelitian Herawati & Ermawati (2020), kinerja berasal dari kata kinerja kerja atau kinerja aktual, yang mengacu pada pencapaian atau hasil kerja seseorang.

2.4 Theory Satisfaction Work

Satisfaction Work refers to the feelings of excitement or emotions experienced by employees in relation to the job they do. This covers the methods they use to see and perform their tasks, the level of work camaraderie between employees, the rewards they receive for their work, as well as the physical and psychological factors that influence their work situation. According to Saripuddin dalam (Azhar et al., 2020).

2.5 Theory Generation

Generation is a social development wherein age association and similar traits are present. Besides that, the uniqueness of each generation is one of the fundamental factors that contribute to the evolving factors, as observed from the perspective of progress by Manheim in (Komalasari et al., 2022). At this moment, there are four different generations actively engaged in the world of work, namely baby boomers, generation X, generation Y (also known as millennials), and generation Z. Each generation possesses unique characteristics shaped by distinct values, goals, and work styles, as mentioned by Christina in (Ramadhani and Nindyati, 2022).

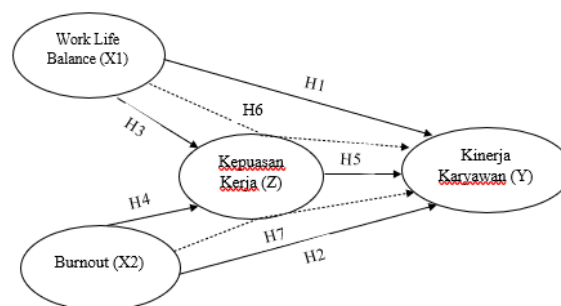
2.6 Hypothesis

The hypotheses within this scientific work revolve around the study theme concerning the impact of Work Life Balance and

Burnout on Employee Performance, with Satisfaction Work acting as an intervening variable, specifically focusing on employee Generation Z in Bekasi Regency. The hypotheses established are as follows:

1. H1: It is hypothesized that Work Life Balance has an effect on Employee Performance among Generation Z employees in Bekasi Regency.
2. H2: It is hypothesized that Burnout has an effect on Employee Performance among Generation Z employees in Bekasi Regency.
3. H3: It is hypothesized that Work Life Balance has an effect on Satisfaction Work among Generation Z employees in Bekasi Regency.
4. H4: It is hypothesized that Burnout has an effect on Satisfaction Work among Generation Z employees in Bekasi Regency.
5. H5: It is hypothesized that Satisfaction Work influences Employee Performance among Generation Z employees in Bekasi Regency.
6. H6: It is hypothesized that Work Life Balance has an indirect effect on Employee Performance through the mediation of Satisfaction Work among Generation Z employees in Bekasi Regency.
7. H7: It is hypothesized that Burnout has an indirect effect on Employee Performance through the mediation of Satisfaction Work among Generation Z employees in Bekasi Regency..

2.7 Research Models



3. RESEARCH METHODS

The research approach employed is quantitative, aimed at determining whether work-life balance and burnout can influence

employee performance, with satisfaction work acting as an intervening variable. According to Sugiyono (Andriani, 2020), the quantitative method is rooted in the positivist philosophy and is utilized to investigate a specific population or sample using quantitative data analysis or statistical methods. The primary objective of this method is to test hypotheses that have been formulated beforehand.

The study is conducted within the geographical area of Bekasi Regency in West Java. Focusing on this region, which has a high density of Generation Z individuals, allows the researcher to gain a deeper understanding of their characteristics, behaviors, and preferences. This understanding can offer valuable insights for designing appropriate policies and strategies to address the challenges faced by Generation Z in the region. Bekasi Regency is renowned for its industrial activity, housing numerous employees. The research population consists of Generation Z employees within the Bekasi Regency area.

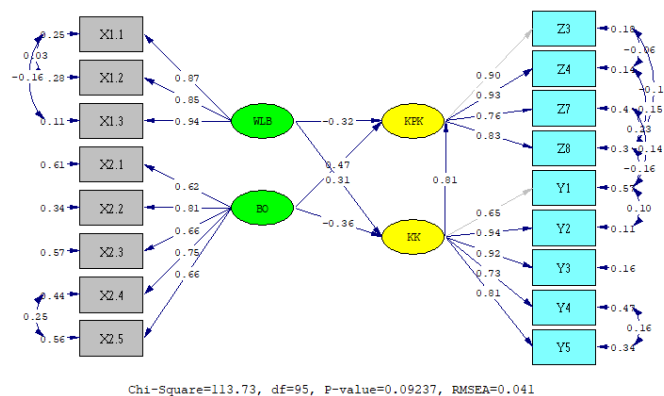
To process the data from respondents, the researcher will utilize Structural Equation Modeling (SEM) using the Lisrel program. Bowen (Awaludin & Vicky Amelia, 2022) explains that Lisrel is a sophisticated statistical software capable of conducting various analyses, including Structural Equation Modeling (SEM) and Path Analysis.

4. RESULTS AND DISCUSSION

4.1 Research result

A total of 120 individuals participated in this study, encompassing employees from the entire company. Figure 3 showcases the standardized coefficients, illustrating how the coefficients or parameters signify the relationships, effects, or influences between latent variables. These connections are assessed to understand how one latent variable impacts another latent variable.

Figure 3. Standardized Coefficient Estimation Results



Source : Lisrel Data Processing , 2023

a. Validity and Reliability Test

Table 2. Standardized Coefficient Estimation Results

Variable	Slf	E	Slf^2
Work-Life	2.58	0.78	2.2406
Balance (X1)			
Burnout (X2)	3.53	2.48	2.5119
Job Satisfaction (Z)	3,28	1.25	2.7378
Employee Performance (Y)	4	1.71	3.2726

Source : Lisrel Data Processing 8.80, 2023

The Work-Life Balance variable (X1) has a total standardized loading factor (SLF) of 2.58 across its indicators and a total error (e) of 0.78. The Burnout variable (X2) has a total SLF of 3.53 across its indicators and a total error (e) of 2.48. The Satisfaction Work variable (Z) has a total SLF of 3.28 across its indicators and a total error (e) of 1.25. Lastly, the Employee Performance variable (Y) has a total SLF of 4 across its indicators and a total error (e) of 1.71.

Table 3 Reliability Test Results

VARIABLE	CR	AVE	INFORMATION
(X1)	0.89511	0.74177	RELIABILITY
(X2)	0.83401	0.5302	RELIABILITY
(Z)	0.89591	0.68654	RELIABILITY
(Y)	0.90344	0.65681	RELIABILITY

Source : Lisrel 8.80, 2023

Reliability of a variable can be assessed through several methods. The Composite Reliability (CR) value should be larger than 0.70 using the Jöreskog-Sörbom's formula, which is calculated as the sum of squared factor loadings (SLF) divided by the sum of squared factor loadings (SLF) plus the total error (e). Additionally, the Average Variance Extracted

(AVE) value should be greater than 0.50 using the Total SLF divided by the Total SLF plus the Total Error (e) with the Total AVE using the Total SLF divided by the Total SLF plus the Total Error (e).

b. Hypothesis Testing

Table 4 Hypothesis Results

Hypothesis	Variable	Total And Indirect Effects	Probability	Information
H1	X1 - Y	1.44	>1.98	No Influential
H2	X2 - Y	-1.57	>1.98	No Influential
H3	X1 - Z	- 2.10	>1.98	No Influential
H4	X2 - Z	2.85	>1.98	Influential
H5	Z - Y	6.89	>1.98	Influential
H6	X1 - Z - Y	4.79	>2.45	Influential
H7	X2 - Z - Y	9,74	>2.45	Influential

Source : Lisrel Data Processing 8.80, 2023

4.2 Research Discussion

It can be observed that H1, regarding the influence of Work-Life Balance on employee performance, is not supported. This is indicated by the total effect of Work-Life Balance on employee performance, which is 1.44. Similarly, H2, which suggests the influence of Burnout on employee performance, is not supported, as the total effect of Burnout on employee performance is -1.57. H3, stating that Work-Life Balance does not have an influence on job satisfaction, is supported by the total effect of Work-Life Balance on job satisfaction, which is - 2.10.

Conversely, H4, proposing that Burnout influences job satisfaction, is supported with a total effect of Burnout on job satisfaction of 2.85. H5, suggesting that job satisfaction influences employee performance, is supported by the total effect of job satisfaction on employee performance, which is 6.89. H6, indicating that Work-Life Balance influences

employee performance mediated by job satisfaction, is supported with a total effect of Work-Life Balance on performance mediated by job satisfaction of 4.79. H7, proposing that Burnout influences employee performance mediated by job satisfaction, is also supported with a total effect of Burnout on performance mediated by job satisfaction of 9.74. The standard probability value of 1.98603 (1.98) is calculated using the t-table and can be obtained using the formula in Excel = TINV(0.05; degrees of freedom), resulting in a standard t-table value of 1.98. Additionally, the standard probability values for H6 and H7 of 2.45 are obtained from the F-table.

5. CLOSING

5.1 Conclusion

Based on the research using Lisrel data analysis, it's concluded that Work-Life Balance doesn't directly impact the performance of Generation Z employees in Bekasi Regency.

Burnout also doesn't significantly affect their performance. However, Burnout does affect job satisfaction, and higher job satisfaction improves performance. Work-Life Balance doesn't directly boost job satisfaction but does so indirectly by enhancing job satisfaction. Similarly, Burnout affects performance through job satisfaction. Overall, Work-Life Balance and Burnout don't directly influence performance, but they affect job satisfaction, which then impacts performance for Generation Z employees.

5.2 Suggestion

Based on the discussed results, it's advised that the entire management of the company prioritize managing Burnout among employees and being attentive to signs of burnout. Constructive feedback, career development opportunities, and a positive and supportive work environment should be provided to enhance job satisfaction. This, in turn, can positively influence work-life balance and mitigate the negative effects of burnout on employee performance. Regular monitoring and evaluation are crucial to identifying potential issues. Offering support and training to employees can assist them in coping with work pressures and improving their overall work-life quality.

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