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THE IMPACT OF WORK-LIFE BALANCE, WORK ENVIRONMENT AND BURNOUT ON EMPLOYEE EMPLOYMENT AT CIVARLIGMA ENGINEERING CITY BENGKULU

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ABSTRACT¹

Efforts to create and maintain employee job satisfaction are an important aspect in maintaining company continuity. The reason is, satisfied employees have a positive impact such as increasing company efficiency and productivity. This research aims to (1) determine the influence of work-life balance on employee job satisfaction (2) to determine the influence of the work environment on employee job satisfaction (3) to determine the influence of burnout on employee job satisfaction, and (4) to determine the influence of work-life balance, work environment and burnout on employee job satisfaction

The research was carried out at PT. Civarligma Engineering which is located at Jl. Bukit Barisan No.07 RT. 04 RW. 01 Sawah Lebar, Bengkulu City, Bengkulu City for one month, starting January-February 2024. Respondents were 58 employees, data collection used a questionnaire and data analysis used a multiple linear regression model and processed with SPSS software.

The research results show that work-life balance has a significant effect on employee job satisfaction. This explains that the more balanced the work-life balance is, the more satisfied employees will be. The work environment has a significant effect on employee job satisfaction. This explains that the better the work environment, the more satisfied employees will be. Burnout has a significant effect on employee job satisfaction. This explains that the lower the burnout, the more satisfied the employee will be. Work-life balance, work environment and burnout simultaneously influence employee job satisfaction. This explains that the more balanced the work-life balance, the better the work environment and the lower the burnout, the more satisfied employees will be.

Keywords: *Work-life Balance, Work Environment, Burnout, Job Satisfaction*

INTRODUCTION

Global economic growth has triggered increased competition among companies, which compete to maximum profits using the least possible resources. Despite rising competitive pressures, human resources remain the main contributor among all the factors that support the company. It supports the statement of Hasibuan (2019) that humans always have a key and dominant role in any organizational activity, as they act as planners, perpetrators, and determinants of the achievement of organizational goals. Therefore, a company may encounter operational and target achievement difficulties if its employees are unable to perform their duties and functions effectively.

The effort to create and maintain employee satisfaction is an important aspect of the company's survival. By the way, satisfied employees have a positive impact, such as improving the efficiency and productivity of Murwida's company. (2023). The likelihood that satisfied employees tend to be more productive than dissatisfied has been the basis of trust for managers for years, and research has begun to confirm it. (Robbin & Judge 2015).

Many factors affect employee satisfaction, according to Wolo et al. (2017), these include elements such as physical factors related to the employee's working environment and physical condition, financial factors associated with employee security and well-being, social factors related with the interaction between other employees, with superiors and between employees with different jobs. Also, psychological factors linked to employee mentality, including interests, job tranquility, attitudes to work, work feelings, work-life balance and burnout.

Nowadays, many companies are starting to apply work-life balance to increase job satisfaction, realizing that employees face challenges not only in the context of work, but also outside of work. Singh and Khanna (2011) summarized work-life balance as a concept that involves setting the right priority between work (career and ambition) on one side and life (happiness, leisure, family and spiritual development) on the other.

Wuarlima dkk (2019) states that work-life balance involves the distribution of time between work and activities outside work, with individual behavior as an aspect in it. It can be a source of personal conflict and an energy source for yourself. Individual behavior includes individual actions, both in the context of work and personal activities outside working hours. For example, individuals with families may face the challenge of arranging time between family responsibilities and work. Difficulty regulating time can lead to conflict, but with good time management, individuals can have a positive work-life balance, increase job satisfaction, and create a pleasant work experience.

P.T. Civarligma Engineering is a consulting company in Bengkulu that is active in the field of infrastructure planning and supervision. Based on an interview with Alam Saputra (employee) on January 17, 2024, revealed some problems faced by the company's first work-life balance. Difficulty arranging time between work and personal life. It creates conflict and disrupts employee satisfaction. The other problem is the lack of sensitivity in the hygiene of the company's area. Excessive workloads, tight deadlines, and unrealistic expectations cause excessive pressure on employees. The above problems can lower employee satisfaction and hinder their performance. This can result in reduced productivity, decreased quality of work, increased employee turnover.

Based on the problems described above, the researchers are interested in conducting a study entitled **“Work-Life Balance, Working Environment And Burnouts From The Works Of Employers P. Civarligma Engineering City Bengkulu”**

1. Does the work-life balance affect the job satisfaction of employees of PT. Civarligma Engineering Bengkulu?
2. Does the working environment influence the job satisfaction of employees of PT. Civarligma Engineering in Bengkulu?
3. Does burnout affect employee satisfaction at PT Civarligma Engineering Bengkulu?
4. Do work-life balance, working environment and burnout affect job satisfaction at PT Civarligma Engineering Bengkulu?

LITERATURE REVIEW

Job Satisfaction

According to Robbin and Judge (2015), job satisfaction is a general evaluation of a person's work, reflecting the comparison between appreciation received and expectations felt. Whereas Hasibuan (2019) describes work satisfaction as an emotional response to various aspects of a job, suggesting that job contentment is not a single concept. One may be satisfied with one aspect of the job, but not with the other.

Employment satisfaction is a positive evaluation that the workforce has of its work, based on an assessment of the work situation. This assessment can relate to a particular aspect of the job, measured as an appreciation of the achievement of important values in the job. Satisfied employees tend to prefer their work situation. Feelings of job satisfaction or dissatisfaction reflect the workforce's assessment of current and past work experience, more expected for the future. Thus, work values and basic needs become two key elements in job satisfaction (Robbin & Judge 2015).

Work-Life Balance

Work-life balance is an important factor for every employee, so that employees have a balanced quality of life in work. Delecta (2011) defines work-life balance as a condition in which a person is able to share roles and feel dissatisfaction with their roles, which is demonstrated by low levels of employment conflict and high levels of family facilities.

According to Singh and Khanna (2011) work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on one side and life (happiness, leisure, family and spiritual development) on the other. Arrozak (2020) said that the work-life balance program covers resources on parental and child care, care, employee health and well-being, and relocation and so on. Where many companies offer family-friendly benefits programs that employees need to balance life and work, which include flextime, job sharing, telecommunicating and others.

Work Environment

Physical work environment is all physical conditions that exist around the workplace which can affect the employee either directly or indirectly temporarily, non-physical work environments are all conditions that occur in relation to the employment relationship, either with the superiors or with fellow employees, or with the subordinates. (Sedarmayanti, 2009). Munandar (2001) stated that lighting, temperature, air, and noise are some of the factors that can affect the employee's working mood. These factors will have a psychological impact on employees, thus can trigger the emergence of feelings of suspicion and rapid irritation. These psychological effects can also affect the non-physical environment in the company.

According to Mukti Wibowo (2016) stated that the company should be able to create working conditions that support cooperation between superiors, subordinates or who have the same position status in the company. Management should be able to create a working atmosphere full of family feelings and

good communication. Septian & Pangestu (2017) states that a good working environment can be created from adequate facilities and harmonious working relationships, therefore it is necessary to conduct regular checks on the availability of facility and create moments of gathering together in order to strengthen the familiarity to promote the work of officials.

Burnout

The term burnout was first introduced by Freudenberg, a psychiatrist in New York in 1974. As a psychiatrist, Freudenberg saw many volunteers who were initially passionate about helping patients, suddenly experiencing a decline in motivation and commitment to work, this decline accompanied by symptoms of physical and mental fatigue. According to Schaufeli et al (2009), burnout is both physical and emotional exhaustion that leads to the development of negative self-conceptions, lack of concentration, and poor working attitudes.

Amelia Pangesti (2012) describes burnout as a state of fatigue or frustration caused by impaired achievement, resulting in changes in attitudes and behavior that cause a person to withdraw psychologically from his work, usually one becomes prone to keeping a distance with clients or to be cynical towards them.

Research Hypothesis

Gambar 0.1 Kerangka Teoritis

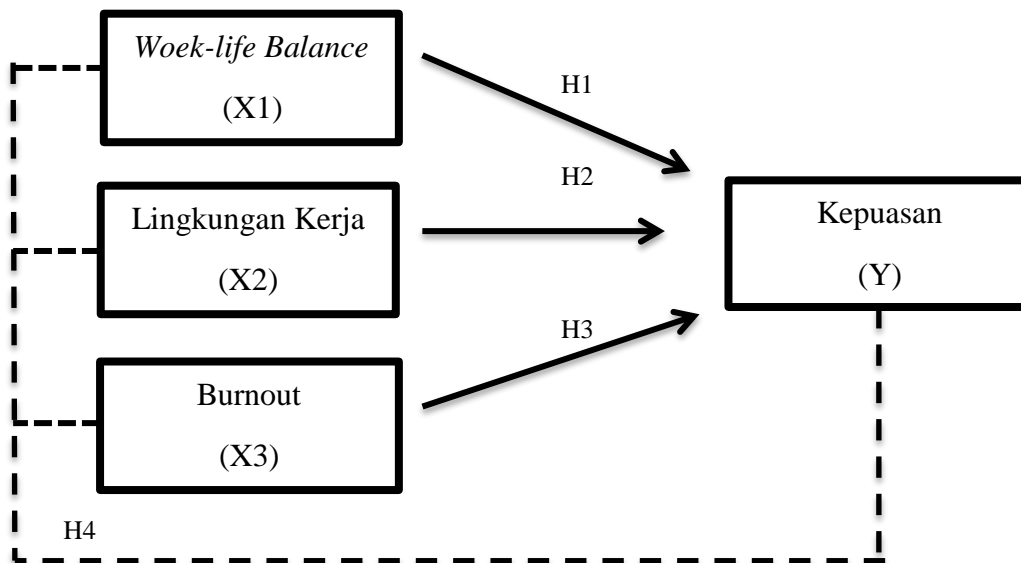


Figure 1. Conceptual Framework

Based on the problem formulation and the oretical framework described above, the researcher formulated the following hypothesis :

H1: The work-life balance is suspected to have a significant impact on the employee satisfaction of P.T. Civarligma Engineering in Bengkulu.

H2: The work environment has a significant influence on the employees' satisfaction.

H3: The burnout has a major impact on employee's satisfaction with the work.

H4: It is believed that work-life balance, working environment and burnout have a significant impact on employee satisfaction at Civarligma Engineering in Bengkulu.

RESEARCH METHODS

This type of research is quantitative research. Quantitative studies are systematic scientific research in which data obtained as numbers or data studied are either symptoms and social phenomena, as well as correlations between one and the other. The research was carried out by P.T. Civarligma Engineering Kota Bengkulu which is located at Jl. This research will begin in January 2024 and will be completed. The data collection methods used here include two types of documentation and interviews.

Population

The population and research is the employee of P.T. Civarligma Engineering city of Bengkulu a total of 130 people employees

Sample

In this sampling technique, the author uses a saturated sample technique. Sugiyono (2013) explains that “saturated sampling is a sampler technique when all members of the population are sampled.”

RESULT AND DISCUSSION

NORMALITY TEST

1. Normality test

The study uses the Kolmogorof-Smirnov test (K-S test), where the significance of the residue is normally distributed if the Asymp.Sig (2-tailed) value is ≥ 0.05 , the results of the normality test can be seen in the following table.

Table 1. Normality test

One-Sample Kolmogorov-Smirnov Test					
		X1	X2	X3	Y
N		58	58	58	58
Normal Parameters ^{a,b}	Mean	13,8621	11,8448	11,1724	19,6724
	Std. Deviation	3,25764	1,26771	1,57989	1,98581
Most Extreme Differences	Absolute	,210	,290	,234	,210
	Positive	,101	,262	,180	,210
	Negative	-,210	-,290	-,234	-,152
Test Statistic		,210	,290	,234	,210
Asymp. Sig. (2-tailed)		,120 ^c	,115 ^c	,189 ^c	,120 ^c
a. Test distribution is Normal.					
b. Calculated from data.					
c. Lilliefors Significance Correction.					

Source: Data processed (2024)

The work-life balance (X₁) is 0.120, the working environment (X₂) is 0.115, the burnout (X₃) is 0.189 and the job satisfaction (Y) is 0.120. These results can be concluded that this research data is assumed to be normal.

2. Multicollinearity test

Test multicollinearity by looking at VIF (Variance Inflation Factors) and tolerance values. The multicollinearity test results are as follows:

Tabel 2. Multicollinearity test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	,414	2,414
	X2	,414	2,415
	X3	,433	2,309
a. Dependent Variable: Y			

Source: Data processed (2024)

Table 2 shows that the work-life balance (X₁), working environment (X₂) and burnout (X₃) variables have tolerance values above 0.1 and VIF values below 10, so it can be concluded that the variables in this study are multicollinearity-free.

3. Heteroscedasticity test

The heteroscedasticity test by Glacier test, where the probability of significance is $\geq 0,05$, then it can be concluded that there is no heteroscedasticity, the test results are as follows:

Tabel 3. Heteroscedasticity test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	,539	,654		,824
	X1	,011	,030	,079	,377
	X2	,023	,078	,062	,294
	X3	-,028	,061	-,093	-,450
a. Dependent Variable: ABS_RES					

Source: Data processed (2024)

Table 3 shows that the third variable's significance value greater than 0.05 means that there is no significant relationship between the entire independent variable and the absolute residual value, so it can be concluded that the assumption of heteroscedasticity is satisfied or that there are no symptoms of heteroscedasticity.

Duplicate Linear Regression

1. Regression Equation

Double linear regression analysis to see the direction of influence of independent variables against dependent variables. Data processing using SPSS (Statistical Package for Social Science) software with the following results.

Tabel 4. Analysis Duplicate Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,523	1,141		3,963	,000
	X1	,128	,053	,211	2,422	,019
	X2	,733	,136	,468	5,378	,000
	X3	,420	,107	,334	3,931	,000

a. Dependent Variable: Y

Source: Data processed (2024)

Table 4 gives the following model of the double linear regression equation:

$$Y = 4,523 + 0,128 (X_1) + 0,733 (X2) + 0,420 (X3).$$

Based on the regressive equation above, it can be explained as follows:

- 1) The constant value of 4,523 means that when the work-life balance, work environment and burnout variables are equal to zero, then the work satisfaction variable will remain at 4,523.
- 2) The regression coefficient of the work - life balance variable of 0.128 means that if the value of the working life balance goes up one unit then the job satisfaction will decrease by 0,128 assuming the working environment variable and the burnout is considered to be constant.
- 3) The labor satisfaction regression factor of 0.733 means that, if the work environment variables rise one unit, the satisfaction of work will rise by 0,733 assuming that the work life balance and Burnout variable are considered constant.
- 4) The variable burnout regression coefficient of 0.420 means that if the burnout value increases by one unit then the job satisfaction will decrease by 0.420, assuming the work-life balance variable and the working environment are considered fixed.

2. Determination coefficient (R²)

The determination coefficient (R²) at its core measures how far an independent variable is in describing the variation of a dependent variable. Computer calculations using SPSS obtained determination coefficient test results as follows.

Table 5. Coefficient of determination test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,912 ^a	,831	,822	,83892

a. Predictors: (Constant), X3, X1, X2

Table 5 shows that the coefficient of determination R square (R²) is 0.831. This value means that the variables work-life balance, work environment and burnout contribute 0.831 or 83.1% in influencing job satisfaction, while the remaining 16.9% is influenced by other variables that are not included in this research model.

3. Partial Test (t Test)

The t value is used to partially test the influence of the independent variable on the dependent. Testing the partial effect by comparing the calculated t value with the t table or a significant value of 0.05. The calculated t value can be seen in Table 6

Tabel 6. Test t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,523	1,141		3,963	,000
	X1	,128	,053	,211	2,422	,019
	X2	,733	,136	,468	5,378	,000
	X3	,420	,107	,334	3,931	,000

a. Dependent Variable: Y

Source: Data processed (2024)

Table 6 can be assessed by calculating the t value using t calculating. The t_{table} value is sought with degrees of freedom (n-k-1 = 58-4-1) of 53 and a significance of 0.05, so the t_{table} value is 2.307 (Appendix 12). Thus, acceptance and rejection of the hypothesis are as follows:

- 1) The work-life balance variable is $t_{\text{count}} \geq t_{\text{table}}$ ($2.422 \geq 2.307$), thus H_0 is rejected and H_a is accepted, meaning that the work-life balance variable partially has a negative effect on job satisfaction of PT employees. Civarligma Engineering.
- 2) The work environment variable is $t_{\text{count}} \geq t_{\text{table}}$ ($5.378 \geq 2.307$), thus H_0 is rejected and H_a is accepted, meaning that the work environment partially has a positive effect on job satisfaction of PT employees. Civarligma Engineering.
- 3) The burnout variable is $t_{\text{count}} \geq t_{\text{table}}$ ($3.931 \geq 2.307$), thus H_0 is rejected and H_a is accepted, meaning that burnout partially has a positive effect on job satisfaction of PT employees. Civarligma Engineering.
- 4)

4. Simultaneous Test (F Test)

The F test is used to see whether the independent variable has a simultaneous effect on the dependent variable. The results of the F test using SPSS are obtained as follows:

Table 7. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186,771	3	62,257	88,459	,000 ^b
	Residual	38,005	54	,704		
	Total	224,776	57			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data processed (2024)

Table 7 shows that the calculated F_{value} is 88.459, while the F_{table} value is found using degrees of freedom (df):

$$df1 = k - 1$$

$$df2 = n - k$$

Where:

k : number of all variables

n : number of samples

So

$$df1 = k - 1$$

$$= 4 - 1$$

$$= 3$$

$$df2 = n - k$$

$$= 58 - 4$$

$$= 54$$

so the F_{table} value is 8.577 (Appendix 14).

Thus, the F_{count} value is $88.459 \geq F_{\text{count}} 8.577$, so H_0 is rejected and H_a is accepted, meaning that simultaneously work-life balance, work environment and burnout influence the job satisfaction of PT employees. Civarligma Engineering Bengkulu City.

DEFINITIONS AND FACTS

The influence of work-life balance on job satisfaction

The research results show that the work-life balance variable partially influences the job satisfaction of PT employees. Civarligma Engineering. These results are in line with research (Arrozak, 2020) and (Wendi, 2021) which found that work-life balance significantly influences employee job satisfaction. The

The Influence of the Work Environment on Job Satisfaction

The research results show that partially the work environment has a positive effect on job satisfaction of PT employees. Civarligma Engineering. Mukti Wibowo (2016) stated that the work environment will more or less influence the physical or psychological condition of employees. So it is very important for management to create a work environment that can make its employees work optimally. Ergonomic work environment, as an applied science that studies matters related to the level of comfort, efficiency and safety in designing workplaces to satisfy the physical and psychological needs of employees in the company.

The Effect of Burnout on Job Satisfaction

The research results show that burnout partially influences job satisfaction of PT employees. Civarligma Engineering. These results support research by (Rony, 2022) and (Fayyazi & Aslani, 2015) which found a significant influence of burnout on job satisfaction.

CONCLUSION

Based on the results of the research analysis that has been carried out, it can be concluded as follows:

1. Work-life balance has a significant effect on job satisfaction of PT employees. Civarligma Engineering. This explains that the more balanced the work-life balance is, the more satisfied employees will be.
2. The work environment has a significant effect on the job satisfaction of PT employees. Civarligma Engineering. This explains that the better the work environment, the more satisfied employees will be.
3. Burnout has a significant effect on job satisfaction of PT employees. Civarligma Engineering. This explains that the lower the burnout, the more satisfied the employee will be.
4. Work-life balance, work environment and burnout simultaneously influence PT employee job satisfaction. Civarligma Engineering. This explains that the more balanced the work-life balance, the better the work environment and the lower the burnout, the more satisfied employees will be.

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