



DOI: <https://doi.org/10.38035/dijemss.v6i5>
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The Study of Job Satisfaction : Exploring Work-Life Balance, Job Stress, and Burnout

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Abstract: The present research examines the influence of work life balance and job stress on job satisfaction, with burnout as a mediating variable among employees of the Operations Directorate at public service company in Surabaya. Job satisfaction is essential as it affects employee motivation and productivity. The research uses a quantitative approach with 70 respondents selected using Slovin's formula and analyzed through the SEM-PLS method. The results show that maintaining work-life balance contributes positively and meaningfully to job satisfaction, while job stress has a negative and significant effect. Additionally, burnout mediates the effect of both work-life balance and job stress on job satisfaction, indicating that less burnout is related to higher levels of job satisfaction.

Keyword: Burnout; Job Satisfaction; Work Life Balance; Work Stress

INTRODUCTION

Job satisfaction represents a fundamental element in creating a conducive work environment. Fadhilah and Adiwati (2022) emphasize that workplace satisfaction has a crucial impact on building positive work morale that has implications for enhancing organizational performance. Sudaryo et al. (2019) suggest that job satisfaction levels can be reflected through several indicators, one of which is employee turnover dynamics. Internal data indicate personnel adjustments from 280 employees in 2021 to 236 employees in 2024 as part of organizational efficiency strategies. Another indicator that reflects job satisfaction levels is employee attendance patterns. According to Pramudya and Tiarapuspa (2023), employees with good satisfaction levels tend to demonstrate high attendance commitment due to emotional attachment to the company. Data show fluctuations in employee absenteeism rates from 3.2% in 2021 to 4.8% in 2024. Mahrizal (2019) classifies attendance rates above 3% as indications requiring managerial attention for the development of more optimal systems.

This phenomenon may be associated with the Work-Life Balance concept, defined by Praditya and Irbayuni (2022) as an individual's ability to harmoniously balance professional and personal roles. Based on the displayed work time distribution data, employees undergo a shift system divided scheduled across three periods: morning (06.00–14.00), afternoon (14.00–22.00), and night (22.00–06.00), with each shift lasting 8 hours and implemented with shift exchanges twice per week, resulting in a total of 48 working hours per week. The rotating work

system (shift) presents unique challenges for employees in proportionally allocating time and energy between professional and personal life. When role imbalances occur, one psychological consequence that may emerge is work stress. Putri and Kustini (2023) state that this condition can affect task implementation effectiveness.

Hasibuan (2017) defines work stress as a tension condition affecting an individual's physical and psychological aspects, triggered by various factors including workload intensity. This phenomenon becomes increasingly relevant in organizational contexts facing increased service demands, as reflected in customer data showing consistent growth over the past five years. These figures demonstrate significant development from 584,615 customers in 2020 to 628,417 customers in 2024. Although this positive trend reflects high public trust in provided services, this growth also creates operational challenges requiring work pattern optimization. Kriskito and Rini (2022) emphasize the importance of balance between workload and existing human resource capacity. Yustikasari & Santoso (2023) add that poorly managed workload intensity potentially generates work pressure that can influence employees' professional performance.

Alim (2022) explains that continuous stress exposure can lead to decreased motivation and performance, a condition often referred to as burnout. Fatchurahman et al. (2022) conceptualize burnout as a psychological phenomenon characterized by psychophysical exhaustion resulting from incongruence between the work environment and individual needs, which can impact productivity. Widhianingtanti and Luihtelaar (2022) identify one burnout indicator as decreased work performance. In public service contexts, this may be reflected in the dynamics of received complaints, which increased significantly from 84,852 complaints in 2021 to 166,716 complaints in 2024.

This demonstrates variations in complaints received by the company. Complaint growth may be influenced by various factors, including increasing customer expectations regarding service quality and customer growth itself. However, the possibility cannot be ignored that burnout phenomena experienced by employees contribute to increased complaints, creating a negative cycle requiring strategic management interventions.

This data serves as evaluation material for developing more responsive and comprehensive service systems. Based on the elaborated phenomena and literature review presented, this study seeks to examine "The Study of Satisfaction : Exploring Work-Life Balance, Job Stress, and Burnout" This academic investigation is directed toward elaborating and exploring the multidimensional relationship between life-profession balancing factors and job pressure conditions on professional satisfaction parameters, integrating emotional-mental fatigue variables as intervening components within the structural analysis framework.

METHOD

This research was conducted in a state owned water company located in Surabaya. This research employs a descriptive quantitative approach with a population of 236 employees from the Operations Directorate, taking a sample of 70 respondents based on the Slovin formula (10% margin of error). Data collection was conducted through a Likert scale 1-5 questionnaire via Google Form and direct interviews, with analysis using Partial Least Square (PLS) via SmartPLS 4.0. Primary data were obtained from questionnaires and interviews with selected HR employees, while secondary data included organizational documentation such as employee demographic data, job turnover, absences, number of customers, and complaints, in both hardcopy and softcopy formats.

RESULTS AND DISCUSSION

Table 1. Outer Loading

Indicator	Work Life Balance (X1)	Work Stress (X2)	Burnout (Z)	Job Satisfaction (Y)
X1.1	0.795			
X1.2	0.824			
X1.3	0.757			
X1.4	0.757			
X2.1		0.842		
X2.2		0.854		
X2.3		0.853		
X2.4		0.894		
X2.5		0.884		
X2.6		0.850		
Z1.1			0.984	
Z1.2			0.980	
Z1.3			0.968	
Y1.1				0.975
Y1.2				0.980
Y1.3				0.963
Y1.4				0.965

Source: Processed Personal Data 2025

An measure is regarded as valid if it demonstrates a factor loading value > 0.5. In Table 4 outer loading, each reflective indicator for the variables Work-Life Balance (X1), Work Stress (X2), Burnout (Z), and Job Satisfaction (Y) demonstrates factor loading or original sample values greater than 0.5. Thus, all indicators meet the Convergent Validity standard and are considered valid.

Table 2. Construct Reliability dan Validity

Variabel	Cronbach's Alpha	Composite Reliability
Work Life Balance (X1)	0.792	0.800
Work Stress (X2)	0.932	0.933
Burnout (Z)	0.979	0.980
Job Satisfaction (Y)	0.977	0.977

Source: Processed Personal Data 2025

A construct is declared to have high reliability or to be considered reliable when the Composite Reliability and Cronbach's Alpha values are > 0.7. Based on the analysis results displayed in Table 3, all variables in this research demonstrate Composite Reliability and Cronbach's Alpha values above 0.7. Therefore, all constructs in this model can be declared reliable.

Table 3. The value of R-Square

	R-Square	R-Square adjusted
Burnout (Z)	0.753	0.745
Job Satisfaction (Y)	0.913	0.909

Source: Processed Personal Data 2025

Based on Table 8, the R-squared value for the Job Satisfaction variable is 0.913, which suggests that the model represents the influence of Work-Life Balance on Job Satisfaction and Work Stress with the presence of Burnout, with a variance of 91.3%, while the remaining 9% is due to variables not examined in this study (other than Work-Life Balance and Work Stress).

The R² value for the Burnout variable is 0.753, indicating that the model can explain the Burnout phenomenon influenced by Work-Life Balance and Work Stress by 75.3%, while the remaining 24.7% is affected by other variables beyond the research scope.

Table 4. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistic (O/STDEV)	P Values
Worl Life Balance (X1) -> Job Satisfaction (Y)	0.182	0.185	0.048	3.827	0.000
Work Stress (X2) -> Job Satisfaction (Y)	-0.279	-0.276	0.068	4099	0.000
Worl Life Balance (X1) -> Burnout (Z) -> Job Satisfaction (Y)	0.240	0.245	0.040	5.936	0.000
Work Stress (X2) -> Burnout (Z) -> Job Satisfaction (Y)	-0.456	-0.452	0.069	6.594	0.000

Source: Processed Personal Data 2025

Based on the hypothesis testing results presented in Table 9, significant correlations between variables have been identified:

Work-Life Balance demonstrates a positive and statistically significant relationship with Job Satisfaction, confirming the hypothesis proposed in this research. These findings align with previous studies conducted by Pangemanan (2017), Made (2016), and Novia (2020), which similarly revealed a positive and significant influence of Work-Life Balance on Job Satisfaction. This correlation indicates that when employees successfully balance professional demands with personal responsibilities, their job satisfaction levels increase proportionally. This equilibrium creates psychological stability across both professional and personal domains, enabling optimal workplace contribution.

Work Stress (X2) exhibits a statistically significant negative impact on Employee Job Satisfaction (Y). This finding demonstrates that elevated stress levels inversely correlate with job satisfaction metrics. Excessive occupational stress disrupts workplace comfort, diminishes motivation, and impedes overall performance effectiveness. These results are corroborated by multiple previous investigations, including studies by Fardah (2024) and Nurendra (2024), which established similar negative correlations between Work Stress and Job Satisfaction.

The research further reveals that Work-Life Balance (X1) positively and significantly influences Job Satisfaction (Y) through Burnout (Z) as a mediating variable. When employees maintain equilibrium between personal obligations and professional requirements, burnout risk decreases significantly, directly enhancing Job Satisfaction. Conversely, Work-Life Balance disruption precipitates burnout manifestation, characterized by psychological depletion resulting from prolonged stress exposure. This finding corresponds with research by Dewi (2020), demonstrating that Work-Life Balance contributes positively to Job Satisfaction through Burnout mediation.

Results indicate that Work Stress (X2) negatively and significantly affects Job Satisfaction (Y) through Burnout (Z) mediation. When occupational demands exceed personal resources and capacities, employees exhibit increased vulnerability to burnout. Burnout, emerging as a response to sustained work pressure, subsequently diminishes Job Satisfaction. This finding demonstrates consistency with Sulastri's (2021) research, confirming that Work Stress significantly and negatively influences Job Satisfaction through Burnout mediation.

CONCLUSION

Based on analytical results, organizations are recommended to enhance employee work-life balance through adequate annual leave allocation and implementation of activities such as family gatherings, supporting employee roles in both professional and domestic spheres. To mitigate work stress levels, task distribution evaluation is necessary to ensure appropriate capacity alignment, adequate rest periods, and counseling services provision. For burnout prevention, organizations should regulate workload proportionally, provide comfortable rest facilities, and implement task rotation to prevent monotony. Job satisfaction enhancement can be achieved through harmonious communication development, recognition provision, and creation of career advancement opportunities. Future research is recommended to encompass all directorates or alternative industry sectors, and consider additional variables such as Work-Family Conflict or work motivation to broaden investigative scope and depth.

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