

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Work-Life Balance and Burnout on Employee Well-Being

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ABSTRACT

Employee productivity is an important factor in a company's success, especially in an increasingly tight business competition era. This study analyzes the impact of work-life balance and job satisfaction. The research method used is quantitative with a descriptive approach. Data were collected by distributing questionnaires to 94 employees and analyzed using multiple linear regression. The study results show that work-life balance significantly affects employee productivity, where the balance between work and personal life increases efficiency and work motivation. Not only that, job satisfaction also has a positive impact on employee productivity, especially in increasing loyalty and work enthusiasm. Simultaneously, both variables contribute significantly to increasing employee productivity. This finding proves companies that support and create a more comfortable and motivating work environment. Thus, it is hoped that employee productivity can continue to increase, which ultimately positively impacts the company's growth.

Keywords: Work Life Balance, Job Satisfaction, Employee Productivity, Human Resource Management.

JEL Code: J24, J28, M54.

I. Introduction

In the current era of globalization, human resources (HR) play an important role in a company to drive innovation and organizational productivity. According to Gustiana (2022), a company's human resources are valuable assets that help the company achieve its goals. Therefore, improving staff competence and capacity through training and development is very important. According to Nafriana (2021), Good work enthusiasm can be created when someone feels happy with their work, increasing their sense of responsibility for the responsibilities given, work-life balance, namely, the balance between a person's personal and professional life. The issue of work-life balance is becoming increasingly important in today's busy and demanding competitive workplace. Many employees face pressure to meet high job demands. This balance aims to achieve well-being, reduce stress, and increase productivity by ensuring effective time division between work, family, and personal activities. (Lumonon, 2021). The creation of work-life balance in balancing work time and personal life contributes to mental health, reduces the risk of burnout, and increases the quality of employee performance.

Burnout is an important factor in employee mental health. Burnout or work stress often occurs due to mental, emotional, and physical exhaustion caused by prolonged and excessive work pressure that can interfere with individuals' productivity, social relationships, and quality of life. There are several contributing



factors, including long working days and a lack of assistance from coworkers. Workers who experience burnout often feel unmotivated, lose interest in their work, and even experience more serious health problems. Burnout can cause a vital context for employee well-being, directly related to company productivity, stability, and satisfaction (Dihag et al., 2022). In addition to the Work Life-Balance and Burnout factors, companies must also pay attention to the Employee Well-Being factor. Employee Well-Being is employee well-being, which describes the state of workers' body, mind, and emotions affecting their quality of life and performance. A good work-life balance provides good employee benefits and has a positive impact on the company. Companies that support employee health and work comfort tend to have more productive, loyal, and committed teams. Therefore, it is important to understand how companies can create a work environment that allows employees to achieve this balance (Vitaningdyah & Sumartik, 2024). Employee Well-Being plays an important role in maintaining work-life balance and preventing burnout. Employee well-being includes physical, mental, and emotional health, which depends on their capacity to manage personal and professional responsibilities. By providing a supportive work environment, flexible policies, and mental health support, companies can help employees achieve balance and reduce stress that triggers burnout. Conversely, employees are prone to stress, fatigue, and loss of motivation without attention to well-being. Therefore, improving employee well-being is the key to work-life balance, preventing burnout, and optimal performance.

PT. Ilham Jaya Lestari Palembang is a private acacia tree planting contractor business. Founded in 2016, this company focuses on the development and maintenance of green land with a specialization in planting and caring for acacia trees that have economic value to the environment. PT. Ilham Jaya Lestari Palembang is headquartered at Jl. Super Semar, Lorong Sepakat Jaya II No. 1428 Palembang City. The phenomenon that occurs at PT. Ilham Jaya Lestari Palembang is still found in the gap between employees. 65% of employees feel an imbalance between work demands and employee working hours, leading to easy interaction between their personal and professional lives. It was found that 40% of employees at PT. Ilham Jaya Lestari Palembang experienced the phenomenon of burnout due to high demands and workloads that continue to increase. This tension causes physical and mental fatigue, disrupting the balance between their work and personal lives. It has a negative impact on employee productivity and well-being, as well as the success of PT. Ilham Jaya Lestari Palembang is highly dependent on the effectiveness of human resources, which are the company's main drivers. This confirms the important role of Human Resources in Increasing Productivity and achieving company targets. To support this, the management of PT. Ilham Jaya Lestari Palembang needs to develop a strategy focusing on work-life balance, preventing burnout, and strengthening employee well-being. By providing support and clear direction, it is hoped that employees can continue to work optimally and maintain good performance. Problems in the Work-Life Balance and Burnout on Employee Well Being: Case Study: PT Ilham Jaya Lestari with relevant Sustainable Development Goals (SDGs). One of the 17 Sustainable Development Goals (SDGs) that can be linked to this study is SDG 3: Good Health and Well-Being. SDG 3 Good Health and Well-Being in the context of research entitled Work-Life Balance and Burnout on Employee Well-Being (Case Study: PT. Ilham Jaya Lestari Palembang) to understand and improve employee health and well-being. This includes measures to create a balance between work and home life, reduce the negative impacts of burnout, and improve staff members' physical and mental well-being.

II. Literature Review and Hypothesis Development

2.1. Work-Life Balance

Low levels of work-family facilitation and high levels of work-family facilitation or enrichment are indicators of work-life balance, according to Vellya (2020), which is a state in which an individual can divide tasks and feel satisfied in them. Work-life balance, according to Rahmayati (2021), is a comprehensive understanding that includes setting the right priorities between life (happiness, leisure, family, and spiritual development) and work (career and aspirations). According to Alfina (2024), work-life balance is a state in

which people can dedicate themselves to work and family and are responsible for both activities unrelated to work. According to the interpretation above, work-life balance is a state in which individuals can set priorities, devote themselves to career and family, and find satisfaction in that position.

2.2. Burnout

Burnout (work stress) is a state of exhaustion caused by excessive, repetitive, and continuous work. Three components make up the psychological illness known as burnout: depersonalization, low self-esteem, and emotional exhaustion from daily tasks. This can also cause a person's work motivation to decrease (Kelly et al., 2020). Burnout is a change in a person's mindset and behavior that manifests as a psychological reaction to work, including avoiding personal contact with others, being cynical about them, skipping work, arriving late, and having a strong desire to change professions. This happens when someone puts all their abilities into something and gets little recognition (Vitaningdyah & Sumartik, 2024).

2.3. Employee Well-Being

There are two main philosophical perspectives on well-being. The first is happiness oriented towards hedonism, which is the subjective experience of happiness. The other perspective recognizes the potential strengths of humans, such as eudaimonism, which comes from self-position, self-actualization, or personal success. Most current well-being studies accept these opposing perspectives (Saraswati & Lie, 2020). Employee well-being can be characterized as an employee's psychological state and quality of life at work. The general standard of employee experience and functioning at work can be characterized as the workplace (Stankevičienė et al., 2021). Many academics have evaluated employee well-being in the past, both internationally and in several fields. The three fundamental aspects of employee well-being are life, work, and psychology (Mujahidin et al., 2023).

III. Research Method

This research is a type of quantitative research using primary data. This study aims to analyze the relationship of quantity, namely, to explain the effect of the independent variables, namely, work-life balance and burnout, on the dependent variable, employee well-being. The scope of this study is focused on PT employees. Ilham Jaya Lestari. The number of field employees is 99 people, five subcontractors, five office admins, three security guards, a total of 112 people—sampling using Saturated sampling. According to Sugiyono (2020), Saturated sampling is a sampling technique that uses all population members as samples. Therefore, the research sample used met the requirements of 112 people, all of whom are PT employees. Ilham Jaya Lestari Palembang. The questionnaire is a tool used to collect data. It consists of several questions created by researchers to obtain specific information from PT Ilham Jaya Lestari employees. Researchers will collect questionnaire responses using the Likert Scale. The data analysis used in distributing the questionnaire was the Validity and Reliability test. The classical assumption test consists of normality, multicollinearity, and heteroscedasticity. Multiple linear regression test. For hypothesis testing using partial testing (t-test) and simultaneous testing (F-test). The influence test consists of multiple linear regression and a determination coefficient test.

IV. Results and Discussion

From the data in Table 1, all question items show a value of $r_{count} > r_{table}$ at a significance level of 5 percent. This shows that all statement items from each indicator in this study have met validity, so they can be declared valid and worthy of further testing.

4.1. Research Instrument Testing

Table 1. Validity Test

Variables	Statement Items	R-count	R-table	Description
Work-Life Balance (X1)	X1.1	0,814	0,185	Valid
	X1.2	0,813	0,185	Valid
	X1.3	0,674	0,185	Valid
	X1.4	0,868	0,185	Valid
	X1.5	0,774	0,185	Valid
	X1.6	0,643	0,185	Valid
	X1.7	0,643	0,185	Valid
	X1.8	0,627	0,185	Valid
Burnout (X2)	X2.1	0,683	0,185	Valid
	X2.2	0,789	0,185	Valid
	X2.3	0,772	0,185	Valid
	X2.4	0,696	0,185	Valid
	X2.5	0,708	0,185	Valid
	X2.6	0,655	0,185	Valid
Employee Well Being (Y)	Y1	0,770	0,185	Valid
	Y2	0,599	0,185	Valid
	Y3	0,678	0,185	Valid
	Y4	0,725	0,185	Valid
	Y5	0,528	0,185	Valid
	Y6	0,489	0,185	Valid
	Y7	0,566	0,185	Valid
	Y8	0,471	0,185	Valid

Based on the data in Table 2, it can be concluded that all constructs meet the reliability criteria. This can be seen from the fact that all Cronbach's alpha values are above 0.60. Therefore, each variable in this study can be considered reliable.

Table 2. Reliability Test

Variables	Alpha coefficient	Significance level	Description
Work-Life Balance (X ₁)	0,876	0,6	Reliable
Burnout (X ₂)	0,805		
Employee Well Being (Y)	0,756		

4.2. Data Analysis

4.2.1. Classical assumption test

The results of the Multicollinearity Test in Table 3 show that the Tolerance value of each variable is $X > 0.10$ ($X_1 = 0.991$ and $X_2 = 0.911$). At the same time, the results of the VIF value test of all variables are $X < 10$ ($X_1 = 1.009$ and $X_2 = 1.009$). This means that tolerance and VIF values indicate no multicollinearity between variables in the data.

Table 3. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	WorkLife Balance	.991	1.009
	Burnout	.991	1.009

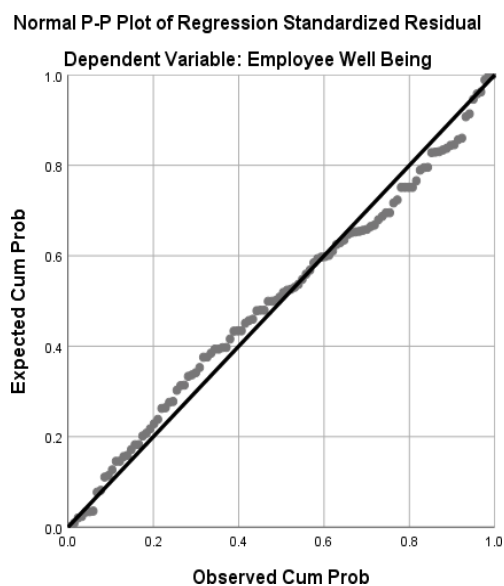


Figure 1. Normal Probability Plot graph

Based on Figure 1, it can be seen that the independent and dependent variables are typically distributed. The Normal Probability Plot graph spreads around the diagonal line and follows the direction of the center line of the curve, but it does not expand. These results mean that the regression model is suitable for use because it meets the assumption of normality.

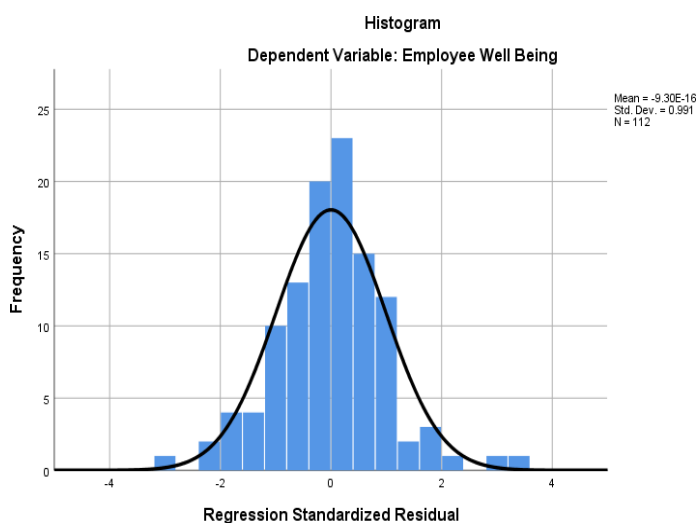


Figure 2. Histogram Test Results

The results of the normality test using the histogram graph in Figure 2 above show that the diagonal line in the graph is symmetrical or does not deviate to the left or right. So it can be concluded that the data in this study is usually distributed.

Table 4. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.735	1.572		2.377	.019
1 Work Life Balance	.015	.037	.039	.415	.679
1 Burnout	-.079	.044	-.170	-1.797	.075

Based on Table 4, the test results with the Glejser test model on the Work Life Balance variable (X1) obtained a significance value of 0.679, and Burnout (X2) obtained a significance value of 0.075, where both significance values are > 0.05 . Thus, the regression model on this data has no heteroscedasticity interference, so this regression model is suitable for use as research data.

4.2.2. Hypothesis Testing

Table 5. Partial Test (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	8.872	2.370		3.743	.000
	Work Life Balance	.175	.056	.200	3.135	.002
	Burnout	.734	.066	.704	11.058	.000

Based on the test results in Table 5, it can be concluded that the influence of Work Life Balance (X1) on Employee Well Being (Y). T-estimated on Work Life Balance (X1) is 1.981 and t-calculated is 3.135, so the comparison of t-calculated with t-estimated shows the result of $3.135 > 1.981$, with a significant value of $0.002 < 0.05$, therefore the Work Life Balance variable (X1) individually (Partial) has a positive and significant effect on Employee Well Being (Y) so that H1 is accepted. The Effect of Burnout (X2) on Employee Well Being (Y). The t-estimated on Burnout (X2) is 1.981 and the calculated t is 11.058, so the comparison of calculated t with t-estimated shows the result of $11.058 > 1.981$, with a significant value of $0.000 < 0.05$, therefore the Burnout variable (X2) individually (Partially) has a positive and significant effect on Employee Well Being (Y) so that H2 is accepted.

Table 6. Simultaneous Test (F-Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	1390.354	2	695.177	69.843	.000b
	Residual	1084.923	109	9.953		
	Total	2475.277	111			

Table 6 state F-distribution is sought at a 95% confidence level, a 5%, df1 value = $k-1$ (2-1), and df2 number of samples - total number of variables (112-3). Then the F-table value obtained is 3.93. Testing the influence of independent variables simultaneously on the dependent variable is carried out using the F test. The results of statistical calculations show that the f-estimated value of 69,843 is greater than f-calculated 3.93, and the significance value of 0.000 is less than 0.05, so that H3 is accepted. This means that Work Life Balance (X1) and Burnout (X2) have a significant effect simultaneously on Employee Well Being (Y).

4.2.3. Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	8.872	2.370		3.743	.000
	Work Life Balance	.175	.056	.200	3.135	.002
	Burnout	.734	.066	.704	11.058	.000

The results of Table 7 can be used to determine the multiple linear regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 8.872 + 0.175X_1 + 0.734X_2 + e$$

Based on the equation above, it can be concluded that the constant 8.872 indicates that the Work Life Balance (X1) and Work Burnout (X2) variables will increase the Employee Well Being (Y) variable by 8.872. The beta coefficient value for the Work Life Balance (X1) variable is 0.175, which means that if the Work Life Balance (X1) variable increases by 1 unit, the Employee Well Being (Y) variable will increase by 17.5%. If the result is negative, the Work Life Balance variable (X1) increase will decrease Employee Well Being (Y) by 17.5%. The beta coefficient value for the Work Burnout variable (X2) is 0.734, which means that if the Work Burnout variable (X2) increases by 1 unit, the Employee Well Being variable (Y) will increase by 73.4%. If the result is negative, then the increase in the Work Burnout variable (X2) will decrease Employee Well Being (Y) by 73.4%.

4.2.4. Coefficient of Determination Test (R²)

Table 9. Determination Coefficient Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.562	.554	3.155
a. Predictors: (Constant), Burnout, Work Life Balance				
b. Dependent Variable: Employee Well-being				

Table 9 shows that the coefficient of determination (R²) is 0.562. This means that Employee Well-being at PT. Ilham Jaya Lestari Palembang is influenced by 56.2% by the dependent variables in the form of Work Life Balance (X1) and Burnout (X2). In comparison, the remaining 43.8% is influenced by variables not included in this study.

4.3. Discussion

4.3.1. The Effect of Work Life Balance on Employee Well Being

Data analysis showed a positive regression coefficient of 0.175 with a t-value for Work Life Balance (X1) of 3.135, greater than t-estimated 1.981. When comparing significance values, the error rate is 5%, where the significance value obtained is 0.002, which is less than 5%. Thus, it can be concluded that the Work Life Balance (X1) variable has a positive and significant effect on Employee Well Being (Y) at PT. Ilham Jaya Lestari Palembang (H1 is accepted). This shows that a work-life balance that is not maintained properly can affect the overall condition of employees. The imbalance between work demands and working hours often stresses employees, disrupting their physical, emotional, and social balance. When employees have difficulty dividing their time between work and personal life, they tend to feel exhausted, stressed, and dissatisfied with their lives overall. This poor balance can reduce motivation, job satisfaction, and even productivity, thus affecting the organization's overall performance. Conversely, when companies support a healthy balance, employees can better manage their work and personal lives, improve their conditions, and contribute more effectively to organizational goals. According to Saina et al. (2016), if employees can balance their personal and work lives, they will feel more satisfied and motivated, ultimately increasing their productivity and creativity in the workplace. This result aligns with the Job Demands-Resources theory, which explains that balancing job demands and resources can affect work-life balance and employee well-being. Job demands, such as excessive workload or time pressure, can trigger an imbalance that leads to stress and decreased well-being.

Conversely, job resources, such as flexible working hours or support from the organization, can help employees manage job demands better, balance work and personal life, and improve physical, mental, and emotional well-being. Thus, a well-maintained work-life balance can improve employees' quality of life and performance. This study's results align with previous research conducted by Gusjana & Ardianti (2023), with results showing that Work Life Balance has a positive and significant effect on Employee Well-Being. Other studies conducted by Raharja (2024) and Shafa (2023) also show that work-life balance positively affects Employee Well-being.

4.3.2. The Effect of Burnout on Employee Well Being

Data analysis showed a positive regression coefficient of 0.734 with a t-value for Work Burnout (X2) of 11,058, greater than t-estimated 1,981. When comparing significance values, the error rate is 5%, where the significance value obtained is 0.000, less than 5%. Thus, it can be concluded that the Work Burnout variable (X2) positively and significantly affects Employee Well Being (Y) at PT. Ilham Jaya Lestari Palembang (H2 is accepted). This shows that high workloads and increasing demands often trigger burnout in the workplace at PT. Ilham Jaya Lestari Palembang. The tension that arises from this pressure can cause physical and mental fatigue in employees, disrupting the balance between their work and personal life. According to Caniago (2021), when employees experience burnout, their job satisfaction and motivation will decrease, leading to stress, depression, or even the desire to change jobs. This condition can affect overall productivity and performance for individuals and organizations. Companies can help improve performance and maintain overall organizational stability by ensuring that the work environment supports employee well-being. This aligns with the Job Demands-Resources theory, which states that the balance between job demands and job resources significantly impacts Employee well-being. High job demands, such as excessive workloads or time pressure, can lead to burnout, disrupting employees' emotional and social well-being. On the other hand, adequate job resources, such as social support, flexible working hours, balance facilities, and work and life development, can help employees cope with these demands. With this support, burnout can be minimized, and Employee well-being can be maintained, improving performance and productivity in the long term.

4.3.3. The Effect of Work Life Balance and Burnout on Employee Well Being

Based on the results of the analysis obtained, it can be concluded that Work Life Balance (X1) and Work Burnout (X2) have a simultaneous effect on Employee Well Being (Y) at PT. Ilham Jaya Lestari Palembang (H3 is accepted). The results of the simultaneous test show that the Fcount value of 69,843 is greater than F-estimated 3.93 and the significance value of 0.000 is smaller than 0.05, so that Work Life Balance (X1) and Work Burnout (X2) have a simultaneous effect on Employee Well Being (Y) at PT. Ilham Jaya Lestari Palembang. This shows that the gap between employees at PT. Ilham Jaya Lestari Palembang causes various problems that significantly affect employee well-being. Employees feel an imbalance between work demands and working hours, which disrupts the stability of the relationship between their work and personal lives. In addition, employees experience burnout due to high workloads and increasing demands, which causes physical and mental fatigue. This tension negatively impacts work productivity, reduces job satisfaction, and affects work-life balance, which is the success of PT. Ilham Jaya Lestari Palembang is highly dependent on efforts to improve human resource management to create a healthier and more supportive work environment, balance employees' work and personal lives, and increase productivity and achievement of company targets. Therefore, PT. Ilham Jaya Lestari Palembang needs to pay special attention to efforts to create a work-life balance and overcome employee burnout. PT. Ilham Jaya Lestari Palembang will pay special attention to efforts to create a work-life balance and overcome employee burnout. According to Rahmadani et al. (2023), the better the balance between work and personal life, the better the employee performance. Burnout and work-life balance simultaneously affect employee performance. This means that employee performance will also increase when burnout and work-life balance are at a better level. This aligns with the Job Demands-

Resources Theory, which explains that balancing job demands and resources greatly influences burnout, work-life balance, and Employee well-being. Job demands, such as excessive workload, time pressure, or emotional demands, can trigger burnout if not appropriately managed, disrupting the team member's work-life balance, which negatively impacts physical, emotional, and social well-being. On the other hand, job resources, such as support for flexible working hours or facilities that support work-life balance, can help employees manage work demands, reduce stress, and improve overall employee well-being.

V. Conclusion

This study aims to determine the effect of work-life balance and burnout on the well-being of employees at PT. Ilham Jaya Lestari Palembang. The sample of this study was personnel of PT. Ilham Jaya Lestari Palembang. Based on the results of the research, several things can be concluded. The Work-Life Balance variable (X1) positively and significantly affects Employee Well-Being (Y) at PT. Ilham Jaya Lestari Palembang. This is evidenced by the partial test value with a $t_{\text{calculated}} > t_{\text{estimated}}$ showing a result of $3.135 > 1.981$, with a significant value of $0.002 < 0.05$. Thus, H_01 is rejected and H_a1 is accepted, meaning that Work-Life Balance (X1) has a significant effect on Employee Well-Being (Y). The Burnout variable (X2) positively and significantly affects Employee Well-Being (Y) at PT. Ilham Jaya Lestari Palembang. This is proven by the partial test value with a $t_{\text{calculated}} > t_{\text{estimated}}$ value showing a result of $11,058 > 1,981$, with a significance value of $0.000 < 0.05$. Thus, H_02 is rejected and H_a2 is accepted, meaning that Burnout (X2) has a significant effect on Employee Well-Being (Y). The Work-Life Balance (X1) and Work Burnout (X2) variables have a positive and significant effect on Employee Well-Being (Y) at PT. Ilham Jaya Lestari Palembang. This is proven by the simultaneous test value showing that the significance value of 0.000 is smaller than 0.05 and the Fcount value of 69.843 is greater than F-estimated 3.93. Thus, H_03 is rejected and H_a3 is accepted, which shows that Work-Life Balance (X1) and Burnout (X2) significantly affect employee well-being.

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