



Effects of Work-Life Balance and Burnout Towards Employee Performance Through Job Satisfaction as an Intervening Variable (On Student Crew Wedding Organizer in Tasikmalaya)

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Abstract. This study aims to determine and analyze the effect of work-life balance and Burnout on employee performance through job satisfaction in wedding organizer student crews in Tasikmalaya. Many students are enthusiastic about participating in this open recruitment, making work as a wedding organizer the latest trend to be used as a business. Wedding organizers in Tasikmalaya City are predicted to continue to grow along with the high number of people holding wedding receptions. It can be realized that by working, students will get experience, skills, and a general and accurate picture of work. However, with all these work activities, there will be concerns that students will be complacent and forget their study obligations. The research method used was a survey method. Does the data obtain through questionnaires to 117 respondents taken from students working part-time as crew wedding organizers? Sampling using a census and the process of analysis used in this study is path analysis. Based on the research results, it is known that job satisfaction mediates work-life balance and Burnout on employee performance. In this study, work-life balance is good, and work burnout is low, which means the employee's performance is good.

Keywords: Work-Life Balance, Burnout, Job Satisfaction, Employee Performance

INTRODUCTION

Wedding Organizer is an organization that provides exceptional services that aim to help the bride and groom's family from planning to implementation. Many students are enthusiastic about participating in this open recruitment, making work as a wedding organizer the latest trend to be used as a business. Wedding organizers in Tasikmalaya City are predicted to continue to grow along with the high number of people holding wedding receptions. It can be realized that by working, students will get experience, skills, and a general and accurate picture of work. However, with all these work activities, there will be concerns that students will be complacent and forget their study obligations.

Students in Tasikmalaya City are often found working in one of the service sector's services, one of the service businesses experiencing rapid development is the wedding organizer. Many students choose to work as Wedding organizers to increase their pocket money and share working with teams and facing challenges they have never encountered before.

Human resources are needed in the smooth running of the event because it involves many people. Lukmiati (2020) said that one of the problems that often arise regarding human resources is the decline in employee performance which can be caused by several factors, both from within the company's environment and elements from outside the company. Lukmiati (2020) also suggests that Performance is the overall behaviour of employees at work, which is not only related to task performance but also to employee responsibility for their duties. One of the frequent declines in employee performance is caused by the absence of work-life balance and stress levels at work due to the inability to adjust or Burnout. Therefore, it is also necessary for employees to feel satisfied while working.

Job satisfaction is essential because employees in an organization are the most dominant factor in determining the success or failure of organizational activities. According to Henne in Rene (2018), job satisfaction is generally interpreted as an emotional response to value appraisals by individual workers and the result of fulfilling the perceived value of one's job value. To increase job satisfaction, companies should implement work-life balance because this is very important for companies to realize that employees face roles and problems at and outside of work. Ula (2019) suggests that work-life balance is the extent to which individuals' involvement and satisfaction in their roles between personal life and work life do not cause conflict.

Hardiyono (2019) mentioned that another challenge to realizing job satisfaction is Burnout, a form of physical, emotional and mental fatigue caused by long-term involvement in situations full of emotional demands at work. Al (2017), in his research on the effect of work-life balance and Burnout on job satisfaction, found that work-life balance has a positive and significant impact on job satisfaction; further, Burnout hurts job satisfaction, but the results are not important. The lack of work-life balance practices in students who work as wedding organizers is one factor triggering Burnout, because of more time at work, Burnout will increase, and student performance will decrease.

Based on the background of the study, the purpose of this study is to examine the effect of Work-Life Balance and Burnout on Employee Performance through Job Satisfaction as an Intervening Variable (on the Wedding Organizer student crew in Tasikmalaya City).

LITERATURE

Work-Life Balance

The term work-life balance was first recognized in the UK in the late 1970s to describe the balance between an individual's work and personal life. Work-life balance effectively manages work and other essential activities such as family, community activities, volunteer work, self-development, tourism, and recreation (Al, 2017). Work-Life Balance is the extent to which a person carries away and feels satisfaction regarding time balance, psychological involvement with their role in work and personal life, and the absence of conflict between the two parts (Dina, 2018).

Burn Out

Staten (2018) suggests that Burnout is a condition that weakens a person due to extraordinary stress. Burnout can also be caused by emotional exhaustion and mental malnutrition resulting from work that worsens employees' physical and psychological well-being. Various factors can make someone experience Burnout, one of which is workload. It can be concluded from the theory above that Burnout is a condition of an employee who participates in emotional and physical fatigue and low respect for himself, work and the work environment due to prolonged stress. According to Maslach in Bagor (2017), Burnout is a response caused by chronic emotional problems and pressure in interpersonal relationships at work consisting of dimensions of emotional exhaustion, depersonalization and reduced personal achievement).

Employee Performance

Performance in the organization is the answer to the success or failure of organizational goals that have been implemented. Employee performance results from work in quality and quantity achieved by an employee in carrying out his duties following his responsibilities. One factor that affects an organization's success rate is employee performance. According to Jex and Brit in Sarikit (2017), Performance is the overall behaviour of employees at work, which is not only related to task performance but also to employee responsibility for their duties.

Job Satisfaction

Employee job satisfaction is a picture of an employee's pleasure and displeasure towards the work done. Job satisfaction is an employee's emotional process of the work situation determined by achieving results and meeting or exceeding expectations. According to Henne in Rene (2018), Job satisfaction is generally interpreted as an emotional response to value appraisals by individual workers and the result of fulfilling the perceived value of one's job value. If the value of the work is met, then satisfactory satisfaction will be experienced, and if they are ignored, an unparalleled emotion of dissatisfaction will be shared.

METHOD

The research method used in this study is the survey method. The population in this study is a wedding organizer crew who are students in Tasikmalaya City. The sampling technique used is saturated samples. So the number of pieces is as many as 117 crew according to the population. The data analysis technique is Path Analysis with mediation so that two tests are carried out, and the variable test mediates.

DISCUSSION

Research results

In the study, the results of respondents' responses to each variable can be explained as follows:

Table 1. Table of Respondent Response Results

Variable	Targeted score	Scores obtained	Classification
Work-Life Balance	3.510	2.973	Excellent
Burnout	3.510	2.831	Good
Employee Performance	5.850	4.669	Good
Job Satisfaction	5.850	4.578	Good

Work-Life Balance

The cumulative score obtained from the work-life balance variable is 2,973. This shows that overall the work-life balance of students who become WO crew in Tasikmalaya City is in an excellent classification. That is, the work-life balance of the WO crew, who are students, is very organized.

Burn Out

The cumulative score obtained from the burnout variable is 2,831. This shows that overall Burnout in the WO student crew in Tasikmalaya is in the Good classification. That is Burnout which means Burnout owned by the WO student crew in Tasikmalaya, can be said to be low and does not interfere with the Performance of employees. It can be measured based on 64 emotional fatigue, lack of self-actualization, and depersonalization.

Employee Performance

The cumulative score obtained from employee performance variables is 4,669. This shows that overall employee performance in WO crew students in Tasikmalaya City is in good classification. This means that the Performance of employees in students who are WO crew in Tasikmalaya City is good. This can be seen from the recapitulation of the crew's response which shows high employee performance. Performance in these employees can be measured based on quality, quantity, punctuality, effectiveness, and independence.

Job Satisfaction

The cumulative score obtained from the job satisfaction variable was 4,578. This shows that overall job satisfaction in the WO student crew in Tasikmalaya is in the Good classification. That is, job satisfaction from employees in the excellent category proves that both from the side of employees, companies, and other environments do not interfere with the fulfilment of those employees. Measure this disability from job, salary, promotion opportunity, supervision, and co-workers.

The Effect of Work-Life Balance and Burnout on Job Satisfaction

To determine the first influence, namely the effect of work-life balance (X_1) and Burnout (X_2) on job satisfaction (Z), can be seen from the indicators used by each variable, using path analysis using the SPSS program version 25.

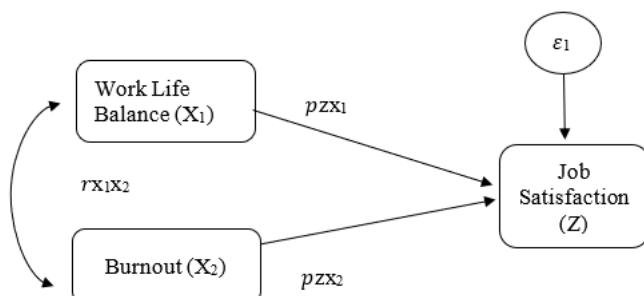


Figure 1. Structural Relationships between Variables X_1 and X_2 on Z

Figure 1 shows the relationship (correlation) between the variable work-life balance and Burnout of 0.616 or 61.6%. The correlation between the unstable work-life balance to the variable job satisfaction was 0.393 or 39.3%, and Burnout to job satisfaction was 0.369 or 36.9%. For the magnitude of other unstudied effects (ϵ) of 0.532 or 53.2%. The relationship between work-life balance and job satisfaction indicates that work-life balance can affect the job satisfaction of students who become WO crew in Tasikmalaya City.

This research aligns with Pangemanan et al. (2017), which explain that work-life balance and Burnout influence job satisfaction simultaneously and partially. The results of research conducted by Junaidin et al. (2019) state that Burnout has a negative impact. This research aligns with a study conducted by Pangemanan et al. (2017), which explains that work-life balance and Burnout influence job satisfaction simultaneously and partially. The results of research conducted by Junaidin et al. (2019) state that Burnout has a negative impact.

The Effect of Work-Life Balance and Burnout on Employee Performance

To determine the first effect, namely the effect of work-life balance (X_1) and Burnout (X_2) on employee performance (Y), it can be seen from the indicators used by each variable, using path analysis using the SPSS program version 25.

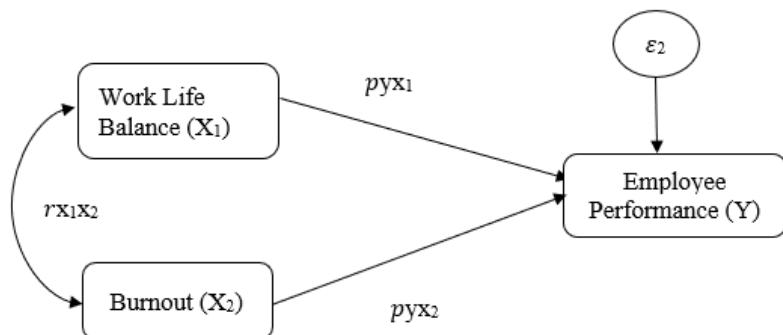


Figure 2 Structural Relationship between Variables X_1 and X_2 to Y

Source: Processed Primary Data

Figure 2 shows the relationship (correlation) and path coefficient between the variables work-life balance (X_1) and Burnout (X_2) which is 0.616 or 61.6%. The correlation between the variable work-life balance (X_1) and the inconsistent employee performance (Y) is 0.497 or 49.7%, and Burnout (X_2) to employee performance (Y) is 0.370 or 37%. The magnitude of other unstudied effects (ϵ) amounted to 0.641 or 64.1%. The relationship between X_1 and

Y indicates that work-life balance can affect the Performance of employees from students who are WO crew in Tasikmalaya City.

The simultaneous influence on variable Y can be seen in the results of research data processing, where the total impact of variables X_1 and X_2 on Y is 35.858, which is Fcalculate greater than Ftable (Anova Table in Appendix) so that it can be concluded that X_1 and X_2 can affect Y together. This research is in line with studies conducted by Lukmiati et al. (2020); Hayati and Fitria (2018); Megaster et al. (2021), who explained that there is an influence of work-life balance and Burnout on employee performance, both simultaneously and partially.

The Effect of Work-Life Balance and Burnout through Job Satisfaction on Employee Performance

Finally, to determine the first influence, namely the effect of work-life balance (X_1) and Burnout (X_2) on employee performance (Y) through job satisfaction (Z), can be seen from the indicators used by each variable, using path analysis using the SPSS program version 25.

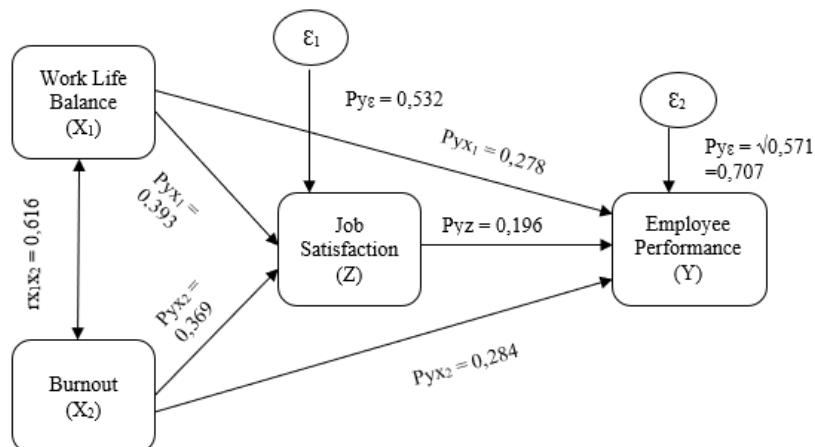


Figure 3 Structural Relationship between Variables X_1 and X_2 to Y through Z

Source: Processed Primary Data

Figure 3 shows a relationship (correlation) of 0.616 or 61.6%. The correlation relationship between the variable work-life balance (X_1) to the variable job satisfaction (Z) is 0.393 or 39.3%, Burnout (X_2) to job satisfaction (Z) is 0.369 or 36.9%, the unstable work-life balance (X_1) to the variable employee performance (Y) is 0.278 or 27.8%, Burnout (X_2) to employee performance (Y) is 0.284 or 28.4% and job satisfaction (Z) to employee performance (Y) is 0.196 or 19.6%. For the magnitude of other unstudied effects on job

satisfaction (ϵ_1) of 0.532 or 53.2% and for the importance of other unstudied effects on employee performance (ϵ_2) of 0.707 or 70.7%. The relationship between X_1 , X_2 , and Z to Y indicates that work-life balance, Burnout, and job satisfaction can affect employee performance in students who become WO crews in Tasikmalaya City.

Table 2. Direct and Indirect Effects between Work-Life Balance and Burnout on Employee Performance through Job Satisfaction

No	Variable Name	Formula	Result
1	Work-Life Balance (X_1)		
	a. X_1 's direct influence on Z	$(0,393)^2$	0,154
	b. The indirect influence of X_1 on Z $(0,393)(0,616)(0,369)$ through X_2		0,089
	c. X_1 's Direct Influence On Y	$(0,497)^2$	0,248
	d. Indirect influence of X_1 on Y through X_2 $(0,497)(0,616)(0,370)$		0,114
	Effect of total X_1 on Z	$(0,154) + (0,089)$ (1)	0,243
	Effect of total X_1 on Y	$(0,248) + (0,114)$ (2)	0,362
2	Burnout (X_2)		
	a. X_2 's direct influence on Z	$(0,369)^2$	0,136
	b. Indirect influence of X_2 on Z through X_1 $(0,369)(0,616)(0,393)$		0,089
	c. X_2 's direct influence on Y	$(0,370)^2$	0,138
	d. Indirect influence of X_2 on Y through X_1 $(0,370)(0,616)(0,497)$		0,114
	Effect of Total X_2 on Z	$(0,136) + (0,089)$ (3)	0,225
	Effect of Total X_2 on Y	$(0,137) + (0,113)$ (4)	0,252
	a. X_1 's Direct Influence on Y	$(0,278)^2$	0,077
	b. Indirect Effect X_1 on Y through X_2	$(0,278)(0,616)(0,284)$	0,049
	c. X_1 's Direct Influence on Y	$(0,284)^2$	0,080
	d. Indirect Effect of X_2 on Y through X_1	$(0,284)(0,616)(0,278)$	0,049
	e. Effect of Z on Y	$(0,196)^2$	0,038
	Shared Influence	$(0,077) + (0,049) + 0,293$ $(0,080) + (0,049) +$ $(0,038)$	
	Effect of X_1 and X_2 on Z	$(0,243) + (0,225)$	0,468
	Other influences not studied	$1 - (0,468)$	0,532
	Effect of X_1 and X_2 on Y	$0,362 + 0,252$	0,614
	Other influences not studied	$1 - (0,614)$	0,386
	Effect of X_1 , X_2 and Z on Y	$0,126 + 0,129 + 0,038$	0,293

No	Variable Name	Formula	Result
	Other influences not studied	1-0,293	0,707

Source: Developed for 2023 Research

Table 2 shows each variable's direct and indirect influence: The effect of Work-Life Balance (X_1) on job satisfaction (Z) directly impacts 0.154 or 15.4%. The result of Work-Life Balance (X_1) on employee performance (Y) is now 0.248 or 24.8%. The indirect effect of Work-Life Balance (X_1) on employee performance (Y) through Burnout (X_2) is 0.114 or 11.4%. In comparison, the indirect impact of Work-Life Balance (X_1) on job satisfaction (Z) through Burnout (X_2) is 0.089 or 8.9%. The effect of overall Work-Life Balance (X_1) on job satisfaction (Z) was 0.243 or 24.3%.

The effect of overall (total) Work-Life Balance (X_1) on Employee Performance (Y) is 0.362 or 36.2%. The impact of Burnout (X_2) on job satisfaction (Z) has a direct result of 0.136 or 13.6%. The effect of Burnout (X_2) on employee performance (Y) directly affects 0.138 or 13.8%.

The indirect effect of Burnout (X_2) on employee performance (Y) through Work-life balance (X_1) is 0.114 or 11.4%. In comparison, the indirect impact of Burnout (X_2) on job satisfaction (Z) through Work-life balance (X_1) is 0.089 or 8.9%. The effect of overall Work-Life Balance (X_1) on job satisfaction (Z) is 0.225 or 22.5%.

The effect of overall Work-Life Balance (X_1) on Employee Performance is 0.252 or 25.2%. The total impact of Work-life balance (X_1) and Burnout (X_2) on job satisfaction (Z) was 0.468 or 46.8%. Then the effect of Work-Life Balance (X_1), Burnout (X_2) and Job Satisfaction (Z) on Employee Performance (Y) was 0.614 or 61.4%. The total joint influence of X_1 , X_2 and Z on Y was 0.293 or 29.3%.

For other unstudied effects on job satisfaction (Z) on WO student crews in Tasikmalaya City of 0.532 or 53.2%, while for unstudied effects on Employee Performance (Y) on WO student crews in Tasikmalaya City of 0.386 or 38.6% and other influences on Employee Performance (Y) on WO student crews in Tasikmalaya City together that were not studied by 0.707 or 70.7%.

Sobel Test

To calculate the standard error ab on X_1 , use the following formula::

$$S_{ab} = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ = \sqrt{0,234^2 0,125^2 + 0,355^2 0,080^2 + 0,125^2 0,080^2} = 0,030$$

While the z value of the ab coefficient is as follows:

$$z = \frac{ab}{Sab}$$
$$= \frac{(0,355)(0,234)}{0,004} = 2,769$$

To calculate the standard error ab on X_2 , use the following formula:

$$S_{ab} = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$
$$= \sqrt{0,234^2 0,119^2 + 0,241^2 0,080^2 + 0,119^2 0,080^2} = 0,028$$

While the z value of the ab coefficient is as follows:

$$z = \frac{ab}{Sab}$$
$$= \frac{(0,241)(0,234)}{0,028} = 2,014$$

Based on the calculation of the Zcalculate value, a value was obtained with the number for variable X_1 of 2.769 and variable X_2 of 2.014, which is greater than Ztabel with a significance level of 10%, which is 1.29, so it can be concluded that job satisfaction mediates a causal relationship between work-life balance and Burnout on employee performance.

CONCLUSION

Work-life balance is included in the excellent classification. This can be measured by the proportion of time, the balance of engagement, and the balance of satisfaction. Burnout is included in the perfect type. Burnout can be calculated based on emotional exhaustion, lack of self-actualization, and depersonalization. Employee performance is classified as good. It can be measured based on quality, quantity, timeliness, effectiveness and independence. Job satisfaction is included in the classification of goods. This can be calculated based on the job assessment, salary, promotion opportunities, supervision, and co-workers. Partially and simultaneously, work-life balance and Burnout affect job satisfaction and employee performance. Job satisfaction can also mediate between work-life balance and Burnout on employee performance.

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