

The Influence of Work Life Balance and Burnout on Employee Job Satisfaction at PT SBCR Cirebon.

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Abstract

This study explores the effects of Work Life Balance and Burnout on employee Job Satisfaction at PT SBCR Cirebon. Job satisfaction among employees is crucial for organizational performance since it relates to productivity, commitment to the organization, and retention of staff. This research employed a quantitative approach defined by an associative structure. The research comprised all employees of PT SBCR Cirebon, employing a saturated sampling method that resulted in a sample size of 100 respondents. Data collection was conducted using structured questionnaires, and data analysis employed multiple linear regression with the assistance of IBM SPSS software. The findings show that Work Life Balance positively and considerably affects Job Satisfaction, whereas Burnout negatively and significantly impacts Job Satisfaction. Additionally, Work Life Balance and Burnout together influence employee Job Satisfaction. The coefficient of determination indicates that the two independent variables account for 47.5% of the variation in Job Satisfaction, while the other 52.5% is due to factors not considered in this analysis. The findings emphasize the importance of organizational practices that encourage work-life balance and effective burnout prevention as vital approaches to enhance employee satisfaction and overall operational performance.

Keywords: Work Life Balance, Burnout, Job Satisfaction, Employees, PT SBCR Cirebon.

INTRODUCTION

In recent years, manufacturing companies have encountered increasing challenges in maintaining employee health while also achieving production targets and operational effectiveness. Employees are expected to perform their tasks effectively while balancing their professional obligations with personal life responsibilities. Inadequate management of these demands can negatively influence mental well-being and, in turn, affect Job Satisfaction. Job satisfaction is widely recognized as a vital element for organizational success, since employees who feel fulfilled in their positions generally exhibit higher commitment, enhanced productivity, and lower intentions to resign. Miekemaria Mandagi et al. (2023) stated that Job Satisfaction is vital for organizational effectiveness. Luthans (2011) also defined Job Satisfaction as a positive emotional reaction that employees develop regarding their job and work environment.

These factors are evident in PT SBCR Cirebon, a manufacturing company where employee productivity and the achievement of production targets significantly impact operational success. Employees are expected to meet organizational standards, function according to production requirements, and maintain established performance measures. These situations can create difficulties in balancing work duties and personal commitments, possibly affecting employee wellness and job fulfillment. Greenhaus et al. (2003) indicated that Work Life Balance represents an individual's ability to maintain harmony between career and personal responsibilities. Kinman (2024) emphasized that elevated job demands can increase psychological strain and work-related stress in employees.

The significance of employee satisfaction at PT SBCR Cirebon can be observed from employee turnover data recorded between 2020 and 2024. The turnover rate increased from 9% in 2021 to 18% in 2022 and reached 25% in 2023 before declining to 18% in 2024. Although the turnover rate decreased during the most recent period, the figure remains relatively high and may reflect challenges associated with employee retention and Job Satisfaction. Employees who are

dissatisfied with their jobs are generally more inclined to seek employment opportunities elsewhere. Luthans (2011) stated that low Job Satisfaction can encourage turnover intentions among employees. Miekemaria Mandagi et al. (2023) likewise highlighted the important contribution of employee satisfaction to retention and organizational stability.

A key factor related to Job Satisfaction is Work-Life Balance. Employees who successfully balance their work responsibilities with family and personal obligations often experience lower stress levels and improved well-being. Achieving balance in these domains enables employees to fulfill their work and personal obligations more effectively, potentially improving their outlook on their roles. Sari & Ahmadia (2025) found that Job Satisfaction is positively and significantly affected by Work-Life Balance. Similar results were shown by Wenno & Prapunoto (2025), indicating that employees with a better Work Life Balance typically report higher Job Satisfaction.

Along with Work Life Balance, Burnout has become a significant issue in contemporary workplaces. Burnout is a mental state marked by emotional fatigue, disconnection, and reduced sense of achievement caused by extended stress in the workplace. Workers facing burnout frequently endure physical and emotional exhaustion that can diminish their motivation and contentment at their jobs. Kinman (2024) noted that burnout occurs when workers consistently encounter significant job pressures without adequate chances for recuperation. Lahamid et al. (2023) discovered that Job Satisfaction in employees is adversely impacted by Burnout.

Numerous earlier studies have investigated the relationship among Job Satisfaction, Burnout, and Work-Life Balance. Solihin et al. (2023) found that Work-Life Balance has a positive effect on Job Satisfaction and employee performance. Sari & Ahmadia (2025) observed a significant positive relationship between Work Life Balance and Job Satisfaction. Furthermore, Shafariah & Gofur (2025) found that Work Life Balance reduces Burnout and increases Job Satisfaction. Savigo et al. (2023) suggested that Burnout serves as a mediator in the relationship between Work Life Balance and Job Satisfaction.

Several previous studies have examined the relationship between Work Life Balance, Burnout, and Job Satisfaction. Solihin et al. (2023) found that Work Life Balance positively contributes to employee performance and Job Satisfaction. Similar findings were reported by Sari and Ahmadia (2025), who identified a positive relationship between Work Life Balance and Job Satisfaction. Furthermore, Shafariah and Gofur (2025) demonstrated that Work Life Balance helps reduce Burnout while improving Job Satisfaction. Savigo et al. (2023) also explained that Burnout may act as an intervening variable in the relationship between Work Life Balance and Job Satisfaction. These findings indicate that Work Life Balance and Burnout are important factors associated with employee Job Satisfaction.

Despite the growing body of evidence, previous findings remain inconsistent. Chairany Senjayu and Bahagia (2024) reported that Work Life Balance and Burnout did not have a direct and significant effect on Job Satisfaction, whereas Shafariah and Gofur (2025) found significant relationships among these variables. In addition, most previous studies were conducted in public organizations, educational institutions, and service sectors, while studies focusing on manufacturing companies remain limited. Research examining the simultaneous influence of Work Life Balance and Burnout on Job Satisfaction in manufacturing companies experiencing fluctuating employee turnover is still relatively scarce. Therefore, this study was conducted to analyze the effect of Work Life Balance and Burnout on employee Job Satisfaction at PT SBCR Cirebon. Solihin et al. (2023) emphasized the importance of examining employee well-being across different organizational settings, while Miekemaria Mandagi et al. (2023) highlighted that understanding factors affecting Job Satisfaction is essential for improving organizational effectiveness and employee retention.

RESEARCH METHODS

Sugiyono (2013) observed that quantitative research is grounded in the positivist paradigm and is utilized to evaluate hypotheses through statistical techniques. Consequently, this study employed a quantitative associative approach to examine how Work Life Balance and Burnout affect employee Job Satisfaction at PT SBCR Cirebon.

The research took place at PT SBCR Cirebon, Indonesia. The sample included 100 employees, all chosen as participants through a saturated sampling method. Hafni Sahir (2022) noted that saturated sampling entails utilizing the whole population as the sample for research. The analyzed factors included Work Life Balance (X_1), Burnout (X_2), and Job Satisfaction (Y).

Data was gathered via questionnaires employing a five-point Likert scale, whereas secondary data was sourced from company documents, journals, and pertinent literature. Data analysis utilized IBM SPSS, including evaluations of validity, reliability, and fundamental assumptions, leading to multiple linear regression analysis. Hypothesis testing utilized the t-test, F-test, and the coefficient of determination (R^2). The variables' operational definitions and their measurement indicators are outlined in Table.

Table 1. Variable Measurements

Artikel X	Operational Definition	Indicators	Scale
Work Life Balance (X_1)	The capability of workers to manage job obligations alongside personal and family commitments.	1. Time Balance 2. Involvement Balance 3. Satisfaction Balance	Likert (1–5)
Burnout (X_2)	A mental state marked by emotional fatigue, detachment, and diminished personal achievement resulting from extended occupational stress.	1. Emotional Exhaustion 2. Depersonalization 3. Reduced Personal Accomplishment	Likert (1–5)
Job Satisfaction (Y)	A positive emotional response of employees toward their job based on their evaluation of work experience.	1. The Work Itself 2. Salary or Compensation 3. Promotion Opportunities 4. Supervision 5. Co-workers	Likert (1–5)

RESULTS AND DISCUSSION

Data were collected from 100 employees of PT SBCR Cirebon. Prior to hypothesis testing, the research instrument and classical assumption tests were evaluated to ensure the quality of the data. The validity test showed that all questionnaire items measuring Work Life Balance (X_1), Burnout (X_2), and Job Satisfaction (Y) were valid ($r_{count} > r_{table}$). Reliability testing also indicated that all variables were reliable, with Cronbach's Alpha values of 0.845 for Work Life Balance, 0.928 for Burnout, and 0.873 for Job Satisfaction, all of which exceeded the minimum reliability threshold of 0.70.

The normality test produced an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, indicating that the residuals were normally distributed. In addition, the

multicollinearity test showed tolerance values of 0.931 and VIF values of 1.074 for the independent variables, confirming that multicollinearity was not present in the regression model. Multiple linear regression analysis was then conducted to examine the influence of Work Life Balance and Burnout on Job Satisfaction. The results of the regression analysis are presented in Table 2.

Table 2. Multiple Linear Regression Results.

Model	Unstandardized Coefficients (B)	t	Sig.	Collinearity Statistics (VIF)
(Constant)	28.750	6.645	0.000	-
Work Life Balance(X1)	0.696	5.160	0.000	1.074
Burntout (X2)	-0.426	-6.418	0.000	1.074

Source: Processed Data (2025)

As shown in Table 2, the regression equation can be represented as follows:

$Y = 28.750 + 0.696X_1 - 0.426X_2$. The Adjusted R Square of 0.475 shows that Work Life Balance and Burnout account for 47.5% of the variations in Job Satisfaction. The remaining 52.5% may relate to extra elements that were not addressed in this research. Additionally, the F-test yielded a significance value of 0.000 ($p < 0.05$) and an F-value of 45.712, indicating that Work Life Balance and Burnout collectively impact Job Satisfaction for employees at PT SBCR Cirebon.

The Effect of Work Life Balance on Job Satisfaction.

Findings from this study indicate that Work Life Balance positively and significantly influences Job Satisfaction ($\beta = 0.696$, $t = 5.160$, $p < 0.05$). This finding indicates that workers who effectively manage their job responsibilities alongside personal and family commitments typically experience greater Job Satisfaction. The positive coefficient indicates that improvements in Work Life Balance are associated with increased employee Job Satisfaction. Work-Life Balance, as defined by Greenhaus et al. (2003), involves an individual's capacity to maintain equilibrium between professional duties and personal obligations through time balance, engagement balance, and satisfaction balance. Employees who achieve this equilibrium generally maintain their mental well-being and foster optimistic perspectives on their work. At PT SBCR Cirebon, employees who successfully balance their work and personal life tend to have a more positive perspective on their jobs. The present findings are consistent with those indicated by Alfiandi Saputra (2025), who discovered a positive effect of Work Life Balance on Job Satisfaction. Sari & Ahmadi (2025) observed analogous results, indicating that workers with better work-life balance reported higher Job Satisfaction. Likewise, Wenno & Prapunoto (2025) emphasized that maintaining a balance between professional and personal life improves employee contentment.

The Effect of Burnout on Job Satisfaction.

The findings indicate that Burnout notably lowers Job Satisfaction ($\beta = -0.426$, $t = -6.418$, $p < 0.05$). This link indicates that higher levels of Burnout are probably linked to lower employee Job Satisfaction. The negative coefficient indicates a reverse relationship between Burnout and Job Satisfaction, implying that higher levels of Burnout typically lead to less favorable job assessments by employees. Kinman (2024) noted that Burnout arises from extended periods of exposure to overwhelming job demands without sufficient chances for recovery, resulting in emotional fatigue, depersonalization, and reduced senses of achievement. In these situations, workers might feel reduced motivation and a growing negative view of their role, which

ultimately impacts their satisfaction level. The results of this research correspond with those of Lahamid et al. (2023), who found that emotional exhaustion adversely affects Job Satisfaction. Shafariah & Gofur (2025) also provided supporting evidence, revealing that employees facing increased Burnout exhibited lower levels of Job Satisfaction. Consequently, proficient management of Burnout is vital for maintaining employee well-being and fostering favorable workplace attitudes.

The Simultaneous Effect of Work Life Balance and Burnout on Job Satisfaction.

The findings show that Work Life Balance and Burnout both influence Job Satisfaction. This conclusion indicates that employee satisfaction is influenced by the combination of positive and negative work environments. Harmonizing work and personal life enhances employee well-being and promotes positive work attitudes, while burnout can diminish motivation and adversely affect views on job-related experiences. The interplay of these factors indicates that Job Satisfaction relies not just on positive work conditions but is also influenced by employees' capacity to handle excessive psychological stress. Workers who successfully juggle their professional and personal duties, while facing reduced burnout, generally express greater job satisfaction and more favorable views about their employment. The current results align with the study by Tussoleha RONY & Yulisyahyanti (2022), which showed that Work Life Balance and Burnout are significant predictors of Job Satisfaction. Shafariah & Gofur (2025) presented similar results, emphasizing the connection between Work Life Balance, Burnout, and Job Satisfaction. Consequently, PT SBCR Cirebon should improve holistic human resource strategies that foster Work-Life Balance and mitigate Burnout to establish a healthier work environment and increase employee Job Satisfaction.

CONCLUSION

This study concludes that Work Life Balance and Burnout play an important role in shaping employee Job Satisfaction at PT SBCR Cirebon. Work Life Balance was found to have a positive and significant effect on Job Satisfaction, indicating that employees who are able to maintain balance between work responsibilities and personal life tend to experience higher job satisfaction, while Burnout had a negative and significant effect on Job Satisfaction, showing that excessive work pressure, emotional exhaustion, and reduced psychological well-being may lower employees' satisfaction with their jobs. In addition, Work Life Balance and Burnout were found to simultaneously influence Job Satisfaction, which indicates that employee satisfaction is shaped not only by supportive work conditions but also by the extent to which employees are protected from prolonged work-related strain. These findings imply that improving employee Job Satisfaction at PT SBCR Cirebon requires organizational efforts that do not only support Work Life Balance, but also reduce the risk of Burnout through appropriate human resource policies and employee well-being programs. Therefore, the company is expected to strengthen strategies that help employees manage work and personal responsibilities more effectively, while also creating a healthier work environment that supports long-term Job Satisfaction

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