

The Influence of Work-Life Balance and Burnout on Employee Job Satisfaction at the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency

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Abstract

Job satisfaction constitutes a vital dimension in the management of human resources within the public sector, particularly in the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency. This study examines the influence of work-life balance and burnout on employee job satisfaction using a quantitative approach through a survey administered to 75 out of 301 employees. Data were analyzed using multiple linear regression. The results indicate that work-life balance exerts a significant positive effect (regression coefficient = 0.195; $p < 0.001$) and burnout exerts a significant effect (regression coefficient = 0.186; $p < 0.001$) on job satisfaction. Both variables simultaneously account for 27.3% of the variance in job satisfaction, with work-life balance emerging as the more dominant predictor. Notably, the findings reveal that burnout does not invariably produce negative outcomes; rather, it may function as a positive challenge stressor when employees are adequately supported by organizational resources.

Keywords: Work-Life Balance; Burnout; Job Satisfaction.

INTRODUCTION

Job satisfaction represents a critical dimension in human resource management, particularly within public sector organizations where service quality is closely linked to employee well-being. At the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency, field observations indicate a potential emergence of occupational fatigue that may impede the effective completion of tasks. This condition is reflected in suboptimal levels of job satisfaction, attributed to the imbalance between work demands and individual capabilities, which is hypothesized to trigger both physical and emotional exhaustion—commonly referred to as burnout—and subsequently affect employee job satisfaction. This premise is consistent with the findings of Alzoubi et al. (2024), who demonstrated that workload and burnout negatively influence the quality of public services, with job satisfaction serving as a mediating variable.

Job satisfaction may be understood as the manner in which employees perceive and evaluate their work, expressed through positive or negative feelings toward their professional responsibilities (Handoko, 2020). The degree of job satisfaction varies considerably across individuals. Employees who take genuine interest in their roles tend to exhibit higher levels of satisfaction. According to Robbins (2015), employees with elevated job satisfaction generally hold a positive perception of their work environment, while those experiencing dissatisfaction tend to develop negative attitudes toward their occupational responsibilities. Ultimately, the level of employee job satisfaction plays a decisive role in determining the success or failure of organizational objectives.

Work-life balance refers to the capacity of employees to fulfill their professional obligations without neglecting personal activities and responsibilities outside of the workplace (Yazid & Husniati, 2023). A number of employees encounter difficulties in allocating time between work and family commitments, which frequently engenders dissatisfaction with existing work arrangements. Such conditions may elevate levels of stress and burnout, ultimately contributing to a decline in job satisfaction. Cecelia Akinlade and Ayodele Nwaodike (n.d.) further argue that supervisors are expected to assist employees in recognizing and developing their personal potential, as such support

can enhance psychological well-being and, in turn, contribute to higher levels of job satisfaction. Prior research consistently affirms that work-life balance plays a pivotal role in fostering healthy working conditions and has a significant positive effect on job satisfaction across various employment sectors (G Sailatha & RR Swathi, 2022).

Burnout, as conceptualized by Maslach (cited in Kartono, 2017), is characterized by a decline in job satisfaction, physical complaints, fatigue, and cognitive disturbances related to work. This perspective asserts that burnout transcends mere emotional distress, encompassing interrelated physical and cognitive dimensions. This view is corroborated by Gazi et al. (2024), who revealed a strong negative correlation between burnout and both job satisfaction and employee loyalty toward the organization. Employees experiencing burnout demonstrate pronounced reductions in motivation, commitment, and satisfaction with their work outcomes.

Burnout leads to a deterioration of employees' work capacity, frequently accompanied by elevated stress levels and difficulties in meeting occupational demands (Fastje et al., 2023). The adverse effects of burnout extend beyond individual physical and mental health, encompassing increased absenteeism, heightened turnover intention, and reduced quality of work outputs. Furthermore, burnout may negatively affect personal life and interpersonal relationships (Ratcliff, 2024). Identifying factors that can mitigate the impact of burnout is essential for cultivating a productive work environment, as reductions in burnout are associated with improvements in job satisfaction and overall employee performance. This finding is consistent with Yousef Alkhraish et al. (2023), who demonstrated a negative relationship between burnout and job satisfaction.

This study makes both scientific and practical contributions by presenting empirical evidence regarding the relationships among work-life balance, burnout, and job satisfaction within the public sector, specifically in the context of the PUPR Department. The findings address a gap in the existing literature, which has predominantly focused on the education and private sectors, and illustrate the direct impact of work-life imbalance and elevated burnout on employee attitudes and satisfaction. The results carry practical implications for government agencies in formulating more effective human resource management strategies. By implementing measures such as equitable workload distribution, support for work-life balance, and burnout prevention programs, public institutions may enhance employee motivation, productivity, and the quality of public services delivered.

LITERATURE REVIEW

Job Satisfaction

Afandi (2018) defines job satisfaction as an affective or emotional response to various aspects of work. In essence, job satisfaction reflects the degree to which employees perceive their work as pleasant or unpleasant. Complementing this definition, recent empirical evidence confirms that emotional dimensions—such as emotional intelligence, organizational climate, and stress perception—play a significant role in shaping job satisfaction levels. García del Castillo-López and Pérez Domínguez (2024) found that emotional intelligence can enhance a positive organizational climate while simultaneously reducing stress perceptions, thereby contributing to an improvement in employee job satisfaction.

Job satisfaction describes the level of comfort and contentment experienced by employees in the execution of their professional duties (Aruldoss et al., 2021). It plays a substantial role in evaluating whether employees feel at ease and fulfilled with their assigned responsibilities. This aspect is frequently employed as an indicator of well-being, as individuals with high levels of job satisfaction typically demonstrate superior productivity and a more positive disposition in their daily working lives (Murtza et al., 2020).

Drawing on the dimensions and indicators of job satisfaction proposed by Afandi (2018), job satisfaction encompasses emotional responses—such as feelings toward the work itself, compensation, and opportunities for promotion—as well as effectiveness responses, including perceptions of supervisory quality and interpersonal relationships with colleagues. Employee satisfaction is influenced by engaging work content, equitable compensation, clear career advancement prospects, managerial support, and constructive peer relationships. These five dimensions collectively reflect employees' evaluative assessments of their overall work experience within the organization.

Work-Life Balance

Fisher et al. (2009) define work-life balance (WLB) as the manner in which individuals manage their time between professional obligations and personal life, which may either become a source of conflict or generate positive energy. This perspective is supported by recent research. A systematic review by Thilagavathy and Geetha (2021) demonstrates that WLB is multidimensional in nature, encompassing working hours, flexibility, organizational support, and workplace culture—factors that can either exacerbate role conflict or serve as sources of positive energy and well-being. A literature mapping study by Zaitouni et al. (2024) further affirms that evolving work patterns—

such as hybrid or remote arrangements—affect the manner in which individuals balance professional and personal roles, with subsequent implications for stress levels and job satisfaction.

Work-life balance plays an essential role in maintaining equilibrium across various dimensions of personal and professional life. When workplace activities and non-work pursuits can be conducted harmoniously, employees tend to feel more satisfied and balanced in their overall lives (Nanda & Randhawa, 2020).

Fisher et al. (2009) identify four primary dimensions of work-life balance: work interference with personal life, the impact of personal life on work performance, the contribution of personal life to enhanced work performance, and the positive influence of work on the quality of personal life. This study employs the WLB indicators developed by Fisher, Bulger, and Smith, which include management of working hours, opportunities for family engagement, punctuality in task completion, work patterns, working environment conditions, quality of relationships with supervisors and colleagues, social activities outside of work, skills development, effective time utilization, and related aspects (Wicaksana et al., 2020).

Work-life balance has been shown to significantly influence job satisfaction among employees in the education sector (G Sailatha & RR Swathi, 2022). A study by Tussoleha Rony and Yulisyahyanti (2022) indicates that work-life balance exerts a significant positive effect on job satisfaction. Similarly, Nathaya et al. (2022) demonstrate that work-life balance has a positive effect on job satisfaction.

H1: The higher the level of work-life balance, the higher the level of employee job satisfaction.

Burnout

Burnout is a state of occupational exhaustion characterized by emotional fatigue, physical complaints, cognitive disturbances, and a decline in job satisfaction (Maslach, as cited in Kartono, 2017). According to Noveria and Sunimah (2025), burnout is a complex psychological condition arising from work-related factors. This condition is marked by the emergence of depersonalization, a decline in professional efficacy, and emotional exhaustion. Burnout develops as a response to prolonged and sustained occupational stress, and may exert adverse effects on both work performance and individual mental health. It is not solely related to physical fatigue but also encompasses emotional exhaustion, depersonalization, and reduced personal accomplishment—resulting in diminished empathy, motivation, and work engagement. Burnout is influenced by individual-level factors, such as personality traits and work attitudes, as well as situational factors, including job demands, working conditions, and organizational characteristics (Kartono, 2017; Lutfiani, 2025).

Kartono (2017) classifies burnout into three primary dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion manifests as physical, mental, and emotional fatigue resulting from sustained work demands; depersonalization is expressed through cynical attitudes, withdrawal tendencies, and diminished work engagement; while reduced personal accomplishment is characterized by dissatisfaction in personal and professional domains, as well as perceptions of incompetence. Based on these dimensions, burnout indicators in this study include physical, mental, and emotional exhaustion; cynicism; withdrawal tendencies; reduced work engagement; dissatisfaction with oneself and one's work; and feelings of incompetence.

Conceptually, burnout may be explained through the Job Demands-Resources (JD-R) Theory, which posits that high job demands are likely to trigger burnout when not accompanied by adequate work resources (Bakker & Demerouti, 2007; Skaalvik & Skaalvik, 2020). An extension of this framework, the Challenge-Hindrance Stressor Framework, asserts that challenge demands—such as responsibilities and performance targets—may produce fatigue while simultaneously enhancing a sense of achievement and positive work attitudes when supported by sufficient organizational resources (Cavanaugh et al., 2000; Webster et al., 2010). Studies by Yang and Li (2021) and Restarani et al. (2024) indicate that challenge-oriented work demands can foster greater work engagement and positive affect even under conditions of occupational pressure.

Numerous empirical studies also demonstrate that burnout dominated by hindrance demands is negatively associated with job satisfaction (Zanabazar et al., 2023; Yousef Alkhraish et al., 2023; Annamalai, 2022). Accordingly, in this study burnout is conceptualized as a response to the intensity of job demands within a specific context, wherein its effect on job satisfaction is contingent upon employees' subjective perceptions and the availability of supportive work resources.

H2: The lower the level of burnout, the higher the level of employee job satisfaction.

METHODOLOGY OF RESEARCH

This study employs a quantitative approach using a survey method. Surveys represent a form of quantitative research designed to examine indicators at both the individual and group levels (Sugiyono, 2021). This approach aims to collect data that can be reliably evaluated, thereby enabling the formulation of objective conclusions. Data were gathered through a structured questionnaire

developed based on the indicators of each research variable, supported by direct interviews and observation of the survey administration process. The research instrument utilized a five-point Likert scale to measure respondents' level of agreement with each statement, ranging from Strongly Disagree (1) to Strongly Agree (5) (Bougie & Sekaran, 2019). The independent variables in this study consist of work-life balance (X1) and burnout (X2), while the dependent variable is job satisfaction (Y). The work-life balance variable was measured using eight indicators as proposed by Fisher, Bulger, and Smith (Wicaksana et al., 2020); the burnout variable was assessed using nine indicators based on Kartono (2017); and the job satisfaction variable was measured through five indicators in accordance with the guidelines established by Afandi (2018).

The study population comprises all employees of the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency, totaling 301 employees. The sample size was determined using Slovin's formula with an error tolerance of 10% (0.10), as follows:

$$n = 301 / (1 + 301 \times (0.10)^2) = 301 / 4.01 \approx 75 \text{ respondents}$$

The calculated sample size was rounded to 75 respondents. Accordingly, the research sample consists of 75 employees of the PUPR Department of Indramayu Regency who served as the study respondents.

RESULT AND DISCUSSION

Validity Test

Instrument validity was assessed to determine whether the questionnaire items accurately measured the intended variables. An item is considered valid when its computed r-value exceeds the critical r-table value. Validity was examined using Pearson Product Moment Correlation ($\alpha = 0.05$) with 75 respondents, yielding $df = n - 2 = 73$, corresponding to an r-table value of 0.227.

Table 1. Validity Test Results

Item	r Count X1	r Count X2	r Count Y	r Table
1	0.619	0.844	0.632	0.227
2	0.710	0.842	0.780	0.227
3	0.804	0.796	0.777	0.227
4	0.709	0.845	0.830	0.227
5	0.789	0.755	0.668	0.227
6	0.832	0.824	0.788	0.227
7	0.570	0.855	0.630	0.227
8	0.858	0.748	0.629	0.227
9	0.858	0.850	0.776	0.227
10	0.745	0.686	0.698	0.227
11	0.716	0.673	–	0.227
12	0.602	0.657	–	0.227
13	0.659	0.570	–	0.227
14	0.772	0.604	–	0.227
15	0.712	0.842	–	0.227
16	0.681	0.710	–	0.227
17	0.800	0.593	–	0.227
18	0.636	0.754	–	0.227

All questionnaire items for variables X1, X2, and Y were declared valid, as the computed r-values exceeded the r-table threshold of 0.227 ($n = 75$, $\alpha = 0.05$). Variables X1 and X2 each comprised 18 items, while variable Y consisted of 10 items.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Reliability Level
Work-Life Balance (X1)	0.947	18	Reliable
Burnout (X2)	0.953	18	Reliable
Job Satisfaction (Y)	0.895	10	Reliable

The reliability test results demonstrate that all research instruments possess a very high degree of internal consistency. The Work-Life Balance instrument (X1) yielded a Cronbach's Alpha value of 0.947, Burnout (X2) recorded 0.953, and Job Satisfaction (Y) obtained 0.895. All values exceed the minimum reliability threshold of $\alpha > 0.81$, confirming that each item demonstrates stable and consistent measurement outcomes. These results establish that all instruments are highly reliable and satisfy the requirements for use in further statistical analysis.

Multicollinearity and Normality Tests

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Work-Life Balance (X1)	1.000	1.000
Burnout (X2)	1.000	1.000

The multicollinearity test results indicate Tolerance values of 1.000 and VIF values of 1.000 for both independent variables, confirming the complete absence of multicollinearity among the predictors. A VIF value of 1.000 represents the ideal condition, indicating that X1 and X2 are entirely independent of one another. Consequently, the analytical results are considered reliable, and each variable provides a unique contribution to the regression model. Furthermore, based on the Kolmogorov-Smirnov normality test conducted using SPSS, an Asymp. Sig. (2-tailed) value of 0.200 was obtained. Since this value exceeds the significance threshold of 0.05, it can be concluded that the regression residuals are normally distributed.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Beta (β)	t	Sig.
(Constant)	11.588	5.122	–	2.267	0.026
Work-Life Balance (X1)	0.195	0.050	0.389	3.871	0.001
Burnout (X2)	0.186	0.053	0.352	3.500	0.001
$R = 0.523 \mid R^2 = 0.273 \mid Adjusted R^2 = 0.253 \mid F = 13.536 \mid Sig. < 0.001$					

The model summary reveals a correlation coefficient (R) of 0.523, indicating a moderate relationship between Work-Life Balance (X1) and Burnout (X2) with Job Satisfaction (Y). The R-squared value of 0.273 indicates that both independent variables jointly account for 27.3% of the variation in Job Satisfaction, while the remaining 72.7% is attributable to external factors not included in the present study. The Adjusted R-squared value of 0.253 corroborates the moderate combined contribution of both predictor variables in explaining the dependent variable.

Based on the t-test results presented in the regression coefficient table, the constant value is 11.588 ($t = 2.267$; $Sig. = 0.026 < 0.05$), indicating that the constant is statistically significant. This implies that a baseline level of employee job satisfaction exists even in the absence of both Work-Life Balance and Burnout effects. The Work-Life Balance variable (X1) exhibits a regression coefficient of 0.195 ($t = 3.871$; $Sig. = 0.001 < 0.05$), confirming that Work-Life Balance exerts a positive and significant effect on employee Job Satisfaction (Y). The Burnout variable (X2) also demonstrates a significant effect on Job Satisfaction, with a regression coefficient of 0.186 ($t = 3.500$; $Sig. = 0.001 < 0.05$). Based on the Standardized Coefficients (Beta), Work-Life Balance ($\beta = 0.389$) exerts a more dominant influence on Job Satisfaction than Burnout ($\beta = 0.352$).

The F-test results yield an F-statistic of 13.536 with a significance level of $p < 0.001$, which falls below the critical threshold of 0.05. This leads to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1), confirming that Work-Life Balance and Burnout simultaneously exert a significant effect on employee Job Satisfaction. These findings affirm that the applied regression model demonstrates adequate goodness of fit and is suitable for explaining the dynamic relationships between the independent and dependent variables in this study.

Discussion

The Effect of Work-Life Balance (X1) on Employee Job Satisfaction (Y)

The findings of this study demonstrate that work-life balance exerts a positive and significant effect on employee job satisfaction at the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency. This empirical evidence is supported by t-test results yielding a regression coefficient of 0.195, a t-statistic of 3.871, and a significance level below 0.001, which falls well within the critical threshold of 0.05. Based on these results, the first hypothesis (H_1) is accepted.

These findings confirm that employees of the PUPR Department who successfully maintain an equilibrium between professional responsibilities and personal life tend to experience higher levels of job satisfaction. In the institutional context of PUPR, employees are frequently confronted with substantial administrative and technical workloads, including the preparation of planning documents, project supervision, and stringent work completion deadlines. Such conditions necessitate effective time and energy management to prevent the emergence of conflict between professional and personal domains.

An adequate level of work-life balance enables PUPR employees to allocate sufficient time for family activities, social engagements, and physical and psychological recovery. This has a positive impact on their sense of workplace comfort, their attitudes toward the organization, and their overall satisfaction with their professional roles. Employees who feel that both their personal and professional needs are adequately fulfilled are more likely to accept their workload positively and demonstrate greater organizational loyalty. These results are consistent with the Work-Life Balance theory proposed by Fisher et al. (2009), which posits that a balance between work and non-work roles can serve as a source of positive energy for individuals. Furthermore, this finding supports the Work-Family Conflict Theory (Greenhaus & Beutell, 1985), which explains that a reduction in conflict between work and family roles contributes to enhanced job satisfaction. Empirically, these results are in alignment with the findings of Aruldoss et al. (2021), Rashmi and Kataria (2023), and Tussoleha Rony and Yulisyahyanti (2022), all of which reported a significant positive effect of work-life balance on job satisfaction. Therefore, it may be concluded that the strengthening of policies and work practices that support work-life balance within the PUPR Department of Indramayu Regency constitutes an important factor in improving employee job satisfaction.

The Effect of Burnout (X2) on Employee Job Satisfaction (Y)

The study findings indicate that burnout exerts a positive and significant effect on employee job satisfaction at the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency, as evidenced by a regression coefficient of 0.186, a t-statistic of 3.500, and a significance level below 0.001. Consequently, the second hypothesis (H_2) is accepted.

This finding presents a notable divergence from the conventional perspective, which generally regards burnout as an invariably negative determinant of job satisfaction. Previous studies have consistently reported that burnout is negatively correlated with job satisfaction, whereby increases in emotional and physical exhaustion tend to reduce employee satisfaction with their work (Maslach & Jackson, 1981; Yousef Alkhraish et al., 2023; Gazi et al., 2024; Fredes-Collarte et al., 2024).

Nevertheless, the present results suggest that the relationship between burnout and job satisfaction is highly context-dependent. This finding aligns with the Challenge-Hindrance Stressor Framework proposed by Cavanaugh et al. (2000), which differentiates work demands into challenge stressors and hindrance stressors. Within this framework, work demands perceived as challenges can produce occupational fatigue while simultaneously fostering a sense of achievement and positive work attitudes. This interpretation is reinforced by Webster et al. (2010), who demonstrated that challenge stressors are positively associated with work attitudes, including job satisfaction. Additionally, a comprehensive meta-analysis by Podsakoff et al. (2007), published in the *Journal of Applied Psychology*, confirmed that challenge stressors are positively related to job attitudes—including job satisfaction—while hindrance stressors exhibit negative associations. In the specific context of the PUPR Department of Indramayu Regency, burnout arising from particular work demands may be perceived as a professional challenge, and therefore does not necessarily diminish employee job satisfaction. These findings confirm that burnout does not invariably produce adverse effects on job satisfaction; rather, its impact is contingent upon the employees' subjective appraisal of their workload and the availability of organizational support.

CONCLUSIONS

Based on the analysis of data collected from 75 employees of the Department of Public Works and Spatial Planning (PUPR) of Indramayu Regency, the following conclusions are drawn.

Work-life balance is confirmed to exert a positive and significant effect on employee job satisfaction, as evidenced by a regression coefficient of 0.195, a t-statistic of 3.871, and a significance level below 0.001. These results indicate that the higher the degree of balance between professional and personal life, the greater the level of employee job satisfaction. Employees who successfully balance occupational demands with their personal lives tend to demonstrate greater emotional stability in the workplace, exhibit more positive attitudes toward the organization, and experience a higher level of overall professional comfort. This finding is consistent with Work-Life Balance theory, which emphasizes that a reduction in work-nonwork role conflict contributes to enhanced well-being and job satisfaction.

Burnout is also confirmed to exert a significant effect on the job satisfaction of PUPR Department employees in Indramayu Regency, as indicated by a regression coefficient of 0.186, a t-statistic of 3.500, and a significance level below 0.001. This study demonstrates that occupational exhaustion is genuinely associated with employee job satisfaction. The Challenge-Hindrance Stressor Theory (Cavanaugh et al., 2000), which distinguishes between challenge stressors and hindrance stressors, provides a relevant theoretical framework for interpreting this result. In the context of PUPR, work demands such as project completion targets, technical responsibilities, and time pressures may be perceived as challenge stressors when supported by clear work systems and effective managerial guidance. Such challenge-oriented stressors may promote a sense of accomplishment and work engagement, ultimately enabling employees to maintain their job satisfaction even under conditions of occupational pressure.

These findings are further consistent with the Job Demands-Resources (JD-R) Theory, which posits that high job demands (job demands) do not invariably produce negative outcomes when offset by sufficient work resources (job resources)—such as supervisory support, role clarity, and constructive collegial relationships. Under these conditions, burnout may be effectively managed and need not produce destructive effects on employees' work attitudes.

Based on standardized regression coefficients (Beta), work-life balance ($\beta = 0.389$) demonstrates a more dominant influence on job satisfaction than burnout ($\beta = 0.352$). The Adjusted R-squared value of 0.253 indicates that both variables collectively account for 25.3% of the variance in job satisfaction, while the remaining 74.7% is influenced by factors outside the scope of the present study. These results affirm that work-life balance constitutes the primary factor in improving the job satisfaction of PUPR Department employees in Indramayu Regency.

Based on the research findings, the PUPR Department of Indramayu Regency is recommended to strengthen policies that support employee work-life balance, given that this variable demonstrates the most dominant positive effect on job satisfaction. Recommended measures include equitable workload distribution, enhanced working-hour flexibility, and the establishment of a workplace environment conducive to employee well-being. Additionally, the institution should adopt a differentiated approach to managing occupational stress and burnout by distinguishing between challenge stressors and hindrance stressors. Challenge-oriented work demands may be retained as productivity drivers, while hindrance stressors should be minimized through improved managerial support, effective communication channels, and enhanced team collaboration. For future researchers, it is recommended that this study be extended by incorporating more specific stress-related variables, such as challenge stressors and hindrance stressors, and by employing longitudinal research designs or qualitative approaches to gain a deeper and more comprehensive understanding of the dynamics of occupational stress, burnout, and job satisfaction within the public sector.

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