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Creating Work Life Balance And Burnout Prevention To Keep Employee Satisfaction

Ifah Finatry Latiep ✉

Digital Business Program, Megarezky University

Abstract

This study aims to determine the effect of *work-life balance* and *burnout* on job satisfaction either directly or indirectly which is carried out on employees of the BPJS Kesehatan Kedepatian Office in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku. This research uses a quantitative approach that intends to explain the position of the variables studied and the relationship between one variable and another with path analysis using the *SmartPLS 3.2.8* program. The results of this study found that *work life balance* has a positive and significant effect on employee job satisfaction, *burnout* has a negative and significant effect on employee job satisfaction, *work life balance* has a positive and significant effect on employee job satisfaction if mediated by *burnout*. The conclusion shows that when the work life balance of an employee is well maintained, burnout can be reduced as soon as possible so as not to interfere with work. This can also affect the creation of job satisfaction when an employee can balance living conditions inside and outside the company

Keywords: *Work life balance, burnout, job satisfaction.*

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✉ Corresponding author : Ifah Finatry Latiep

Email Address : nurafifahufairah2@gmail.com (Makassar)





INTRODUCTION

Every company is racing to get maximum profit with the minimum possible use of resources, even if the competitive pressure is stronger than ever. Among all the resources involved in sustaining the company, human resources have the most dominant contribution. This is supported by Hasibuan's statement (2015), namely that humans always play an active and dominant role in every organizational activity because humans become planners, actors and determinants of the realization of organizational goals. Therefore, it seems that it is difficult for a company to operate smoothly and acquire goals, if its employees are not able to properly execute their duties and functions.

Human resources in the company are said to be the main ones because human resources themselves determine where the direction and goals of the company are. So to be able to realize the goals of the company, the company must have superior human resources. Companies usually target something that must be achieved within a certain time to their employees. According to Sutrisno (2010) human resources who do not have the ability to face the demands of globalization, tend to consider work as a burden. They live the work as a necessity and demand. The final condition is that the meaning of work is not felt, HR who considers work as a burden can be said to be HR who has a low work ethic. When an employee does not maintain balance and works too much in the organizational setting, this can lead to psychological (mind, psyche) and behavioral consequences, as a result of which his productivity will also be low.

In order to maintain the satisfaction of working from employees who are required to always achieve the targets given, in general many companies are currently implementing a Work-life balance program According to Frame and Hartog in Moedy (2013) *work-life* balance means that employees can freely use flexible working hours to balance their work or work with other commitments such as family, hobbies, art, study and not just focus on his work.

In an effort to increase job satisfaction, currently many companies are starting to implement *work-life balance* programs. This program is considered important because companies realize that employees not only face roles and problems in their work, but also outside of their work. Singh and Khanna (2011) state *work-life balance* as a broad concept that involves setting the right priorities between "work" (career and ambition) on the one hand and "life" (happiness, leisure, family, and spiritual development) on the other. One of the other challenges in achieving job satisfaction is *burnout*. *Burnout* is a form of physical, emotional, and mental exhaustion caused by long-term involvement in situations full of emotional demands at work. The results of research from Pangemanan and Tumbel (2017) recommend companies to take care of employees in improving work-life balance and reducing fatigue.

Singh and Khanna (2011) argue that *work-life balance* is a broad concept related to setting priorities appropriately between work (career and ambition) on the one hand and also life (happiness, family, leisure, and spiritual development) on the other. *Work-life balance* is very important for organizations and individuals. Djajendra in Darmawan, et.al (2016) said that *work-life balance* can create a superior work ethic. When the balance in work and life is at a high level of satisfaction, then at that time the work ethic will become more qualified, to contribute and the best service. Research conducted by Ganapathi (2016) found that *Work-life balance* has a simultaneous effect



on employee job satisfaction. According to the results of research from Darmawan, et.al (2016), the higher the *value of work-life balance*, the lower the burnout value. In this case, *work-life balance* can provide a boost to *burnout*. The lack of *work-life balance practice* at work is one of the stressors. Because of the more time at work, stress will increase.

King (2010) mentioned that *burnout* is a state of psychological stress that is very extreme so that individuals experience emotional exhaustion and low motivation to work. *Burnout* can be the result of chronic work stress. Pangemanan and Tumbel (2017) in their research found that *work-life balance* has a positive and significant impact on job satisfaction. Furthermore, *work-life balance* has a negative impact on job satisfaction but the results are not significant.

BPJS Kesehatan Kedeputan Daerah Sulawesi Selatan, Sulawesi Barat, Sulawesi Tenggara, and Maluku, which are the regional departments with the highest number of employees in Eastern Indonesia, still have problems in terms of *worklife balance*. One of the *work-life balances* faced by employees is an imbalance between family time and work time where with a high workload the employees spend more time in the office where the employee's working hours start at 07:45 and end 17:00 but in practice the average employee overtime 2 hours per day to complete work and sometimes employees enter the office on weekends to complete work. This is certainly very influential on the *work-life balance* of BPJS Kesehatan employees, 60% of whom are women. High workloads will also result in *burnout* in employees. Especially in the reporting period at the end of the month and the end of the year, where the *work load* increases drastically. So employees have to work overtime to complete their work on time.

In working, BPJS realizes that success must occur due to the support of the family. The company really appreciates that. BPJS implements a 5-day work rule, so employees can spend a lot of time with loved ones. BPJS also provides holiday opportunities according to the national calendar that supports the togetherness of employees with their families as well as annual leave for 12 days and sabbatical for 75 calendar days every 5 years.

Another thing that also interferes with the *work-life balance* of employees is the provision of duty places that are far from family such as the initial requirements in the employee recruitment process which provide rules so that employees are ready to be placed in all BPJS operational areas. Sometimes employees are less focused on work when away from family and for a long time do not see each other. This is why the placement sub-dimension is the sub-dimension with the lowest score in the 2017 employee satisfaction survey which only reached 70.79%, compared to the overall employee satisfaction index which reached 77.70% or 3.88 on a scale of 5. The value of this employee satisfaction index is expected to be further improved in the future.

LITERATURE REVIEW

The Effect of Worklife Balance on Burnout

Dundas (in Deployment, 2017) argues that *work-life balance* is the effective management of work and other activities that are important such as family, community activities, volunteer work, self-development, tourism & recreation. When not managed properly, it will cause *burnout*. According to Pines & Aronson (in De Silva et al., 2009) *burnout* is a form of tension or psychic stress related to stress, experienced by a person from day to day, characterized by fatigue physically,

mentally, and emotionally. More or less the same thing is expressed by Etzion in Lailani et al., (2005) which defines *burnout* as a psychological tension specifically related to chronic stress that individuals experience from day to day and is characterized by physical, emotional, and mental fatigue.

The Effect of *Worklife Balance* on Job Satisfaction

According to McDonald and Bradley in Ramadhani (2013) to measure worklife balance divided into three, namely: balance of time, balance of involvement and balance of satisfaction. Apart from implementing a work-life balance, companies and employees also need to create job satisfaction. This is because job satisfaction affects employee performance and has a positive impact on the company.

Satisfied employees will be positively influenced for the organization such as efficiency and company productivity (Kanwar et al. 2009). Conversely, dissatisfied employees will generate turnover so that the company also needs to make its employees job satisfied. The results of research conducted by Pangemanan (2017) revealed that work-life balance has a positive and significant impact on job satisfaction.

The Effect of *Burnout* on Job Satisfaction

Paying attention to overall job satisfaction is essential to prevent *burnout*. No company wants to lose the best talent just because of job satisfaction. However, most don't know that their employees have been burnout for too long until it's finally too late. Overloading work in doing types of work that are not in accordance with the field can make employees feel dissatisfied and even experience stress in doing work continuously.

Maslach and Jackson in (Kanwar et al., 2009) also studied the concept of burnout, where they think burnout is a negative psychological experience as a reaction to prolonged work stress. Moedy (2013) in his research found that employee *burnout* has a significant positive relationship to job satisfaction.

The Effect of *Worklife Balance* on Job Satisfaction through *Burnout*

Every company needs to pay attention to the job satisfaction of its employees. According to Scholarios & Marks in Malik et. al (2010) When employees are given control to manage potential conflicts that arise between job demands and off-work demands, this can increase job satisfaction. Therefore, companies must direct employees to be required to work well but they also have a life outside of work that must be considered such as family, social community, studies, and other commitments.

Another thing that must be considered is *burnout* because it not only negatively affects individuals such as depression, feelings of failure, fatigue, and loss of motivation, but also results in organizations such as absenteeism, *turnover*, and decreased work productivity. When carrying out work, the burnout rate of an employee is low, it will create job satisfaction will be high. The results of Pangemanan's research (2017) show that work-life balance has a positive and significant impact on job satisfaction. Further, burnout has a negative impact on job satisfaction but the results are not significant.

METHODOLOGY

The population of this study was all employees of the BPJS Kesehatan Kedepatian Office for the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku which amounted to 463 people consisting of 344 executors, 106 assistant managers, and 13 managers. The number of samples in this study was 82 people who were determined using the slovin formula with an erro standard of 10%.

In this research, the types of data collected are primary data and secondary data. To collect primary and secondary data researchers use several data collection techniques using observation, interviews, documentation and questionnaires

In analyzing data, researchers collect, classify, analyze, and interpret data in order to provide a clear picture of the problem under study. The analytical methods used in this research are:

1) Descriptive analysis.

Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make general-applicable conclusions or generalizations.

2) Test data quality (validity and reliability).

To improve data quality, validity tests and reliability tests are carried out using the help of *Smart Partial Least Square (PLS) 3.0 software*. The data validity test is used to measure whether or not an item in the questionnaire is valid or valid. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by using a convergent validity test.

If a greater correlation of 0.5 is declared very good, 0.3 to 0.5 is already categorized as shahih/valid, (Holil & Sriyanto, 2006:29). The higher the *loading factor* value, the more important the role of loading in interpreting the factor matrix in evaluating the *convergent validity* of the individual item realization check, can be seen from the original sample in the calculation results using Smart PLS Software.

Reliability test is a tool to measure the consistency of a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be realible or reliable if one's answers to questions are consistent or stable over time. A variable is said to be reliable if it gives a *cronbach alpha* value of ≥ 0.60 . Kamaruddin (2015).

RESULTS AND DISCUSSION

Validity and Reability Test

To improve data quality, validity tests and reliability tests are carried out using the help of *Smart Partial Least Square (PLS) 3.2.8 software*. The data validity test is used to measure whether or not an item in the questionnaire is valid or valid. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by using the convergent validity test as follows.

Table 1. Validity Test

	Loading Factor	Information
X1.1 <- Work life balance	0.830	Valid
X1.2 <- Work life balance	0.820	Valid
X1.3 <- Work life balance	0.885	Valid
X1.4 <- Worklife balance	0.633	Valid
X1.5 <- Work life balance	0.663	Valid
X1.6 <- Work life balance	0.857	Valid
X2.1 <- Burnout	0.907	Valid
X2.2 <- Burnout	0.820	Valid
X2.3 <- Burnout	0.844	Valid
X2.4 <- Burnout	0.840	Valid
X2.5 <- Burnout	0.403	Valid
X2.6 <- Burnout	0.630	Valid
Y1.1 <- Job Satisfaction	0.882	Valid
Y1.2 <- Job Satisfaction	0.889	Valid
Y2.1 <- Job Satisfaction	0.876	Valid
Y2.2 <- Job Satisfaction	0.900	Valid
Y3.1 <- Job Satisfaction	0.862	Valid
Y3.2 <- Job Satisfaction	0.829	Valid

Source: Smart PLS (2022)

In table above, it can be seen that the correlation value of the constituent question to the variable has a number above 0.4. If the correlation is greater than 0.5, then the question made is categorized as shahih/valid, (Holil & Sriyanto, 2006:29) so that all the constituent statements of each variability in this study are considered valid or valid which can then be carried out a reability test whose results can be seen in the following table.

Table 2. Reability Test

Variable	Cronbach's Alpha	Information
Work life balance	0.873	Reliable
Burnout	0.839	Reliable
Job Satisfaction	0.938	Reliable

Source: Smat PLS (2022)

Based on table above, it can be seen that of the three constituent variables of the study above, the value of Cronbach's alpha is above 0.6. A variable is said to be reliable if it gives a *cronbach alpha* value of ≥ 0.60 . Kamaruddin (2015). Thus, it can be concluded that all statements are already reliable in forming variables that will be used in testing research hypotheses

Hypothesis Testing Results

In this study, *bootstrapping* was carried out to obtain the estimated coefficient value for path relationships in structural models using the *Smart PLS* data processing application. For more details, the following is presented the result of the path coefficient based on the results of *bootstrapping* calculations through the application:

Table 3. Hypothesis Testing Results

Hypothesis	Coefficient	T Statistics	P Values	Information
X1 -> Y1	-0.925	58.315	0.000	Accepted
X1 -> Y2	0.563	3.986	0.000	Accepted
Y1 -> Y2	-0.411	2.873	0.005	Accepted
X1 -> Y1 -> Y2	0.380	2.767	0.006	Accepted

Source: Smart PLS (2022)

Based on table 6 through the processed results of hypothesis test data with *SmartPLS* can be described as follows:

1. The effect of *work-life balance* on *burnout* in the Social Security Management Agency (BPJS) for Health in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku

Based on table 4.7, the path coefficient of effect of *work-life balance* on *burnout* satisfaction is -0.925 (negative value) with a calculated t value of 58,815 and a P value of 0.000. Thus, it can be said that *worklife balance* negatively affects *burnout*, where the more *work-life balance* in a company, the less *the level* of *burnout* felt by employees, in this case employees of the Social Security Management Agency (BPJS) Health The regional governments of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku have reduced employee *burnout* by increasing *worklife balance*.

Then, from the partial test results, a_{calculated} t value greater than 1.96 was obtained, namely 58,815 and a p value of 0.00 which was smaller than 0.05. Thus, it can be said that *work-life balance* has a significant effect on the job satisfaction of employees of the Social Security Management Agency (BPJS) for the Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku so that the research hypothesis is accepted.

The results of the analysis of *work-life balance* and *burnout* obtained empirical findings that *work-life balance* negatively affects *burnout*. Where the better the *work-life balance* felt by employees of the Social Security Management Agency (BPJS) for Health in the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku, it will be able to increase job satisfaction. It can be seen from the responses of

respondents regarding *work-life balance* with a very high average score where the employees of the Social Security Management Agency (BPJS) for Health of the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku gave answers with an average score of agreeing and strongly agreeing while the value of responses about *burnout* statements was low.

The results of this study are in line with the opinion of Dundas in Fellowship (2017) argues that *work-life balance* is an effective management of work and other activities that are important such as family, community activities, volunteer work, self-development, tourism & recreation. When not managed properly, it will cause *burnout*. According to Pines & Aronson (in De Silva et al., 2009) *burnout* is a form of tension or psychic stress related to stress, experienced by a person from day to day, characterized by fatigue physically, mentally, and emotionally. More or less the same thing is expressed by Etzion in Lailani et al., (2005) which defines *burnout* as psychological tension specifically related to chronic stress experienced by individuals from day to day and characterized by physical, emotional, and mental fatigue.

The results of research from Darmawan et.al (2016) show that there is a relationship between the two variables that are negative and are in the moderate range. This means that the higher the *burnout* value, the lower the *work-life balance* value. Vice versa, the lower the *burnout* value, the higher the *work-life balance* value so that the results of this study support the results of previous studies

2. The effect of *work-life balance* on employee job satisfaction at the Social Security Management Agency (BPJS) for Health in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku

Based on table 4.7, the path coefficient of effect of *work-life balance* on job satisfaction is 0.563 (positive value) with a calculated t value of 3,986 and P values of 0.000. Thus, it can be said that worklife balance has a positive effect on job satisfaction, where the more work-life balance in a company, the more the level of job satisfaction felt by employees, in this case employees of the Social Security Management Agency (BPJS) Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku.

Then, from the partial test results, a calculated t value greater than 1.96 was obtained, namely 3,986 and a p value of 0.00 which was smaller than 0.05. Thus, it can be said that *work-life balance* has a significant effect on the job satisfaction of employees of the Social Security Management Agency (BPJS) for the Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku so that the research hypothesis is accepted.

The results of the analysis on work-life balance and job satisfaction obtained empirically found that *work-life balance* has a positive effect on job satisfaction. Where the better the *work-life balance* felt by employees of the Social Security Management Agency (BPJS) for Health in the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku, it will be able to increase job satisfaction. It can be seen from the respondents' responses regarding *work-life balance* with a high average score where the employees of the Social Security Management Agency (BPJS) for Health in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku gave the answer with the average score being between agreeing and agreeing.

The results of this study are in line with the opinion of Frame & Hartog in Malik (2010) who stated that *work-life balance* makes employees feel free in using their flexible working hours program to balance work and other commitments such as family, passion, art, travel, education and so on, in addition to only focusing on work. This shows that a good *work-life balance* can lead to healthy activities that will satisfy employees. *Work-life balance* can not only increase productivity but can also increase company loyalty and job satisfaction.

The results of research from Pangemanan and Tumbel (2017) found that work-life balance has a positive and significant impact on job satisfaction. The results of research from Moedy (2013) also found that *work-life balance* has a significant positive relationship to job satisfaction so that the results of this study support the results of previous studies.

3. The effect of *burnout* on employee job satisfaction at the Social Security Management Agency (BPJS) for Health in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku

Based on table 4.7, the path coefficient of effect of *burnout* on job satisfaction is -0.411 (negative value) with a calculated t value of 2.873 and a P value of 0.005. Thus, it can be said that burnout negatively affects job satisfaction, where the more *burnout* in a company, the less the level of job satisfaction felt by employees, in this case employees of the Social Security Management Agency (BPJS) Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku.

Then, from the partial test results, a calculated t value greater than 1.96 was obtained, namely 2,873 and a p value of 0.005 which was smaller than 0.05. Thus, it can be said that *work-life balance* does not have a significant effect on the job satisfaction of employees of the Social Security Management Agency (BPJS) for the Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku so that the research hypothesis is accepted.

The results of the analysis on burnout and job satisfaction obtained empirically found that *burnout* negatively affects job satisfaction. Where the *increasing burnout* experienced by employees of the Social Security Management Agency (BPJS) for Health in the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku will be able to increase job satisfaction. It can be seen from the responses of respondents regarding *burnout* with a low average score where the employees of the Social Security Management Agency (BPJS) for Health in the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku answered with an average score that showed disapproval and strongly disagree. This shows that the burnout experienced by employees is still low with responses to disapproval and strongly disagreeing which means that current employees do not experience too many burnout symptoms such as feeling tired, depressed about work, not caring about the environment and people around them, being cynical and apathetic, low performance or feeling unhelpful to the company.

The results of this study are in line with the opinion of Tsigilis & Koustelios in Kanwar (2009) which states that burnout and job satisfaction are affective work responses and have a negative relationship, meaning that the lower the *burnout*, the job satisfaction will increase.

Agusthina Risambessy, et.al (2011) in her research found that *burnout* has a significant influence and negative impact on job satisfaction so that the results of this study support the results of previous studies.

4. The effect of *work-life balance* on employee job satisfaction through *burnout* at the Social Security Management Agency (BPJS) for Health in South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku

Based on table 4.7, the path coefficient of the effect of *work-life balance* on job satisfaction through *burnout* is 0.380 (positive value) with a calculated t value of 2,767 and P values of 0.006. Thus, it can be said that worklife balance has a positive effect on job satisfaction through burnout, where the increasing *work-life balance* in a company, the less the level of *burnout* and job satisfaction felt by employees, in this case employees of the Social Security Management Agency (BPJS) Health Regional Offices of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku.

Then, from the partial test results, a calculated t value greater than 1.96 was obtained, namely 2.767 and a p value of 0.006 which was smaller than 0.05. Thus, it can be said that *work-life balance* has a significant effect on the job satisfaction of employees of the Social Security Management Agency (BPJS) for the Health Department of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku so that the research hypothesis is accepted.

The results of the analysis of work-life balance, burnout and job satisfaction obtained empirically found that *work-life balance* has a positive effect on job satisfaction when mediated by *burnout*. Where the better the *work-life balance* felt by employees of the Social Security Management Agency (BPJS) for Health in the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku, it will be able to reduce burnout experienced by employees so as to increase job satisfaction. It can be seen from the responses of respondents regarding *work-life balance* and job satisfaction with a high average score where the employees of the Social Security Management Agency (BPJS) for Health of the Regions of South Sulawesi, West Sulawesi, Southeast Sulawesi, and Maluku gave the answer with the average score being between agreeing and agreeing.

The results of this study are in line with the opinion of Scholarios & Marks in Malik et. al (2010) when employees are given control to manage potential conflicts that arise between job demands and demands outside of work, this can increase job satisfaction. Therefore, companies must direct employees to be required to work well but they also have a life outside of work that must be considered such as family, social community, studies, and other commitments. Another thing that must be considered is *burnout* because it not only negatively affects individuals such as depression, feelings of failure, fatigue, and loss of motivation, but also results in organizations such as absenteeism, *turnover*, and decreased work productivity. When carrying out work, the burnout rate of an employee is low, it will create job satisfaction will be high.

Agusthina Risambessy, et.al (2011) in her research found that *work-life balance* did not have a significant effect on job satisfaction of employees of Bank Nagari Padang Main Branch through *burnout* so that the results of this study did not support the results of previous studies

CONCLUSION

When the work life balance of an employee is well maintained, burnout can be reduced as soon as possible so as not to interfere with work. This can also affect the creation of job satisfaction when an employee can balance living conditions inside and outside the company.

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