


The Influence Of Work-Life Balance And Job Stress On Job Satisfaction Mediated By Burnout In Generation Z Employees In The Manufacturing Sector MM2100

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Article Info	ABSTRACT
<p>Keywords: Work-Life Balance, Work Stress, Job Satisfaction, Burnout.</p>	<p>Satisfaction at work is an important role for the sustainability of an organization. In creating job satisfaction, organizations must pay attention to the quality of employees because satisfaction at work is one of the standards for employees who provide work and for the company where they work. The goal of this research is to determine the influence of work-life balance and work stress on job satisfaction with burnout as a mediating variable. This research used a quantitative method using Generation Z employees in the MM2100 manufacturing sector with a total of 96 respondents as the sample. This research was processed using SmartPLS data processing software and data collection was carried out using Google formulas. This research shows that there is a significant positive influence between work-life balance on the satisfaction of generation z employees in the MM2100 manufacturing sector, there is a positive and significant influence between work stress on the job satisfaction of generation z employees in the MM2100 manufacturing sector, there is a negative and significant influence There is a significant relationship between burnout and job satisfaction of generation z employees in the Manufacturing sector MM2100, there is a negative and significant influence between work-life balance and burnout, there is a negative and significant influence between work stress and burnout of generation z employees in the manufacturing sector MM2100, burnout can mediate work-life balance and work stress positively and significantly influence the job satisfaction of generation z employees in the MM2100 manufacturing sector. Job satisfaction has an impact on all activities within the company, so that it becomes an aspect that requires special attention from company management. Work-life balance has an influence on the job satisfaction of generation z employees in the MM2100 manufacturing sector.</p>
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INTRODUCTION

In Indonesia, the manufacturing sector is experiencing very rapid development. The manufacturing sector has an important role in the development of the nation's economy, since it contributes to the country's economic development goals, especially its ability to produce

large GDP and increase high added value. This, eventually, results in fierce competition among other manufacturing companies and Companies need to pay more attention to internal and external factors if they want to continue to survive and compete with other companies. One important factor is human resources (HR). To achieve this goal, a company should give close attention for the resource that it has, intended for resources. Companies that are unable to maintain their performance in competition ultimately risk being eliminated from the industrial sector and face the risk of bankruptcy (Aulia *et al.*, 2021).

Business competition is currently getting tougher, so every company must make efforts to improve its quality. The way to improve quality is to increase the skills and satisfaction of human being, so the worker can feel satisfying for the job their make. Job satisfaction in a company depends not only on income, but also on how work is done with joy, quality and meaning for employees (Arnoux-Nicolas et al., 2016 dalam Sunarta, 2019).

Job satisfaction refers to the various desired and undesirable emotions felt by an employee related to his or her work at a company (Latif, 2012 dalam Kanapathipillai & Azam, 2020). Job satisfaction is one of the parameters used by organizations or companies to measure the level of individual satisfaction in carrying out their duties. According to (Said *et al.*, 2021), a high level of job satisfaction can cause an employee to become more faithful to the organization, have high motivated, feel happy in carrying out their duties, and ultimately increase productivity.

The satisfaction is applied in the company for indicate the extent to which a person feels satisfied with the performance of their work. According to the explanation of (Azdanal et al., 2021), employees' job satisfaction is a very important thing and deserves special attention from companies because it influences employees' feelings towards their work and the company. This is what causes many companies to try to develop programs and tutoring to increase job satisfaction, with the hope that employees will become more loyal and increase productivity. Companies can implementing a work-life balance will boost employee happiness in their work. By putting work-life balance into practice, people can better balance work and personal obligations, which boosts job satisfaction. In addition, work-life balance lowers employee burnout within an organization. (Siregar, 2020).

Based on the work-life balance factors, work stress is also a factor that can measure employee job satisfaction. Work stress can cause various symptoms such as irritability, erratic emotions, lack of involvement and other disorders which can certainly hinder work productivity. Apart from this, work stress in an organization has become an important issue since the emergence of demands to increase efficiency at work, this look for work stress give a positive and significant influence based on job satisfaction (Said *et al.*, 2021). In the other hand according to (Rivaldo *et al.*, 2021) the research results show that work stress has a significant effect on employee job satisfaction. In this research is different from previous research which generally only discusses employee burnout from companies. However, this research will look at the balance of work stress in employees with the job satisfaction they get and also look directly at companies in the MM2100 manufacturing sector. In this research, the MM2100 manufacturing company is directed to pay more attention to the condition of

employees who experience work stress and burnout by not providing excessive working hours and paying attention to overtime bonuses. Apart from that, in this research the author gives more direction to employees so they can provide input and suggestions towards the company and provide several programs to reduce employee stress work.

The object of this research includes generation z employees in the MM2100 manufacturing sector, where members of this generation known always give more attention for each aspect of work, like work-life balance, improving skills, and conducive environmental indorsation. Although generation z employees have a tendency to pay attention to these factors, high workloads and excessive working hours can cause fatigue and an increased risk of burnout, which in turn can result in decreased job satisfaction. Therefore, the aim of study is to assess the direct impact of work-life balance on job satisfaction among Generation Z workers in the MM2100 manufacturing sector, as well as how work stress impacts Gen Z workers' job satisfaction in the manufacturing sector. I investigated how burnout influenced the job happiness of Generation Z workers in the MM2100 manufacturing industry, as well as the indirect effects of work-life balance and working environment on Generation Z workers' job satisfaction via burnout.

METHODS

This research uses quantitative methods. Quantitative research is defined as a methodical, organized, and clearly structured research approach starting with the construction of a research design (Azdanal et al., 2021). with the aim of researching a certain population or sample and statistical data analysis. The research population comprises employees who fall into the Z generation group, having been born between 1996-2010 and working in manufacturing on MM2100. The lemeshow algorithm was used to determine the sample size for this study, which included 96 respondents. The Accidental Sampling approach was the sampling strategy employed. The sampling technique used is the Accidental Sampling method, which is a method of sampling accidentally by taking cases or respondents that are available and happen to be available at a certain location, within the research context and meeting the following criteria: 1) Age 20-26 years, both male and female; 2) Last education from high school/equivalent to Master's degree; 3) Respondents have worked for more than 1 - 4 years; 4) Intern, contract, and permanent employees. The data was examined using the Structural Equation Modeling (SEM) technique in conjunction with SmartPLS. Work-life balance (X1), work stress (X2), burnout (Z), and job satisfaction (Y) are the variables included in this study. In this study, questionnaires distributed via Google Form, literature review, and observation were the techniques of data collecting. The research methodologies are explained in this chapter, beginning with the population, samples, sampling strategies, data collection sources and procedures, operationalization of variables, and data analysis tools.

RESULTS AND DISCUSSION

Tabel 1. Validity and Reliability Test

<i>Outer Loading</i>			<i>Cronbach's Alpha</i>		
Indikator	Coefficient	Results	Variabel	Coefficient	Results
WLB1	0.828	Valid	<i>Work-Life Balance</i> (X1)	0.972	Reliabel
WLB2	0.823	Valid			
WLB3	0.822	Valid			
WLB4	0.865	Valid			
WLB5	0.903	Valid			
WLB6	0.843	Valid			
SK1	0.869	Valid	<i>Work Stress</i> (X2)	0.994	Reliabel
SK2	0.881	Valid			
SK3	0.877	Valid			
SK4	0.834	Valid			
SK5	0.904	Valid			
SK6	0.845	Valid			
SK7	0.841	Valid			
SK8	0.861	Valid			
SK9	0.859	Valid			
SK10	0.858	Valid			
BO1	0.921	Valid	<i>Burnout</i> (Z)	0.962	Reliabel
BO2	0.955	Valid			
BO3	0.938	Valid			
BO4	0.938	Valid			
BO5	0.942	Valid			
BO6	0.925	Valid			

Outer Loading			Cronbach's Alpha		
Indikator	Coefficient	Results	Variabel	Coefficient	Results
KK1	0.766	Valid	Job Satisfaction (Y)	0.921	Reliabel
KK2	0.765	Valid			
KK3	0.812	Valid			
KK4	0.786	Valid			
KK5	0.828	Valid			
KK6	0.884	Valid			
KK7	0.829	Valid			
KK8	0.782	Valid			
KK9	0.848	Valid			
KK10	0.860	Valid			

Based on Table 1, we can conclude that all indicators produce outer loading output values more than 0.5, showing that all indicator values are legitimate. Meanwhile, the Cronbach's Alpha value for all variables is > 0.6, indicating that all constructions have high degrees of reliability.

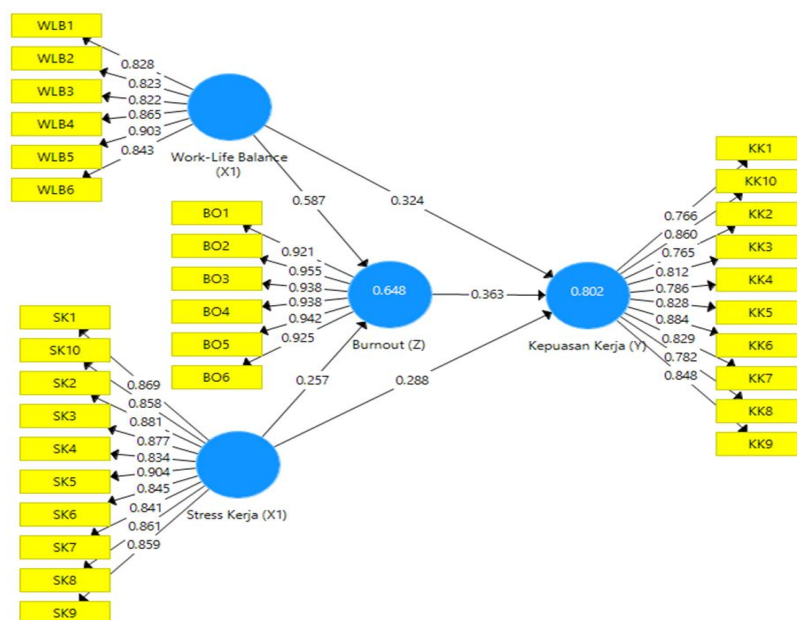


Figure 1. Outer loading output

Source: SmartPLS 3.0 output, primary data processed in 2024

According to Figure 1, the outer loading graph in SmartPLS illustrates the extent to which latent variables are associated with their indicators. Outer loading reflects how well the indicators represent the outer loading value indicates the strength of the link between the indicator and the latent variable. Thus, outer loading in the outer model depicts how observed variables represent latent variables for measurement and their relationship with indicators.

Inner Model Test Results

After carrying out the validity test and reliability test, you can continue by testing the Model Structure or Inner Model for analysis that done by via the R-Square test. The data R-Square value for this study is:

Table 2. R-Square

Variabel	R-Square	R-Square Adjusted
<i>Burnout</i>	0.648	0.640
Job Satisfaction	0.802	0.796

Source: SmartPLS 3.0 output, primary data processed in 2024

According to table 2, the R-squared value for job satisfaction is 0.802. It is explained that the influence of the variables Work-Life Balance (X1), Job Stress (X2), and Burnout (Z) on job satisfaction (Y) yields a value of 0.802, implying that the construct variables are Job Satisfaction, Work-Life Balance, Work Stress, and Burnout, with variables acting as mediators between Work-Life Balance, Work Stress, and Burnout with 80.2%.

The outcome of R-Square Burnout is 0.648, which can be explained as having consequences on the variables Work-Life Balance (X1), Work Stress (X2), and Burnout (Z) on Job Satisfaction (Y), giving a value of 0.648, with the interpretation that the construct variable Job Satisfaction, Work-Life Balance, Work Stress, and burnout with variables as mediating variables of Work-life balance, work stress, and burnout with 64.8%.

Hypothesis Test Results

The bootstrap test is used to calculate the path relationship coefficient in the research model, which is then used to reference the model's cause-and-effect relationship. The results of hypothesis testing in this study are shown in the table below.

Table 3. Path Coefficient

Variabel	Original Sampel (O)	Sampel Maean (M)	Standard Deviantion (STDEV)	T Statistics (O/STDEVI)	P VALUES
<i>Work-Life Balance > Job Satisfaction</i>	0.324	0.322	0.141	2.299	0.022
<i>Work Stress > Job Satisfaction</i>	0.288	0.297	0.130	2.220	0.027
<i>Burnout > Job Satisfaction</i>	0.363	0.360	0.101	3.604	0.000
<i>Work-Life Balance > Burnout</i>	0.587	0.592	0.104	5.665	0.000
<i>Work Stress > Burnout</i>	0.257	0.256	0.102	2.523	0.012
<i>Work-Life Balance > Burnout > Job Satisfaction</i>	0.213	0.215	0.076	2.817	0.005
<i>Work Stress > Burnout > Job Satisfaction</i>	0.093	0.090	0.041	2.296	0.022

Source: SmartPLS 3.0 output, primary data processed (2024)

Implications of Research Results

1. The balancing of work give a big influence to the worker work satisfaction. This finding is consistent with peer-reviewed journal research (Rondonuwu et al., 2018), that reveals the balancing of work give a major impaction of the satisfying in job and can be altered by working hours, workplace pressure, and job changes. The impact can significantly impact job satisfaction, and employees may experience a lack of balancing work
2. Stress Work give a big impact on employee work happiness. The findings are consistent with studies in the journal (Said et al., 2021), argues that work stress give a major impact satisfying on job, and employees constantly demand comfort, strong leadership, and mutual support from co-workers.
3. Burnout has a bad or negative significancy impact on the satisfying job. The results of this investigation are consistent with research in journals (Zulkarnain & Setyaningrum, 2022). It is said that burnout has a negative and severe impact on job satisfaction. Employee burnout correlates with decreased job satisfaction levels. This is produced by persistent stress on employees, which leads to mental health difficulties and diseases.

4. The balancing of work give negative significancy and influence on employee burnout. This finding is in line with an academic journal study (Siregar, 2020) which found that higher work-life balance was associated with lower levels of burnout. Burnout occurs when employees are unable to maintain work-life balance.
5. Work stress give negative significancy result on employee burnout. The results are across to journal research (Gusfiyani, 2023) which states that the smaller the employee's work stress, the lower the burnout value.
6. The balancing of work give a substantial impact of satisfying worker in job, and burnout can moderate the relationship between the two. These results are in keeping with the research results (Fauzi & Ekhsan, 2023), that said there is an influence between work-life balance and job satisfaction, which is caused by burn-out., this is because companies need to direct employees to achieve optimal performance, but also need to pay attention to aspects of their lives outside of work, such as family, social community, study, and commitment other. In addition, it is important to pay attention to the risk of burnout because its impact not only harms individuals by causing depression, feelings of failure, fatigue, and loss of motivation, but also has negative impacts on organizations such as absenteeism, turnover, and decreased work productivity.
7. Stress work give significant effect on job satisfaction and Burnout also mediate between job stress and job satisfaction. These results are across with (Priyantika, 2018) that states about stress work give positive effect on burnout. So it means that there is higher level of work stress, higger level of burnout experienced by Generation Z employees in the MM2100 manufacturing sector.

CONCLUSION

Job satisfaction has an impact on all activities within the company, so that it becomes an aspect that requires special attention from company management. The balancing of work give an influence on the satisfying on job of x generation workers in the MM2100 manufacturing sector, and companies should not ignore it. Work-life balance not only helps employees to take the time they need, but it also allows them to stay productive by spending time with their family and getting enough sleep. Work stress must also be addressed by the organization by monitoring the health of all employees. This can be done by not providing excessive working hours and work. If worker start feeling burnout, then they have feeling high levels of physical and emotional fatigue. This is will have an impact on worker productivity and satisfaction with their work, as the author suggests providing opportunities for employees to make decisions and provide constructive input regarding changes in the company, giving rewards to employees, and holding programs that can reduce stress and boredom in the company. Taking their duties follow the steps, it is hoped that employees can feel motivated, full of enthusiasm in completing work, and feel satisfaction at work.

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