

Work-Life Balance as A Mediator Between Digitalization, Burnout, and Job Satisfaction

Aulia Zahra ^a, Setiani ^{b,*}

^{a,b} Universitas Islam Negeri Maulana Malik Ibrahim Malang, Indonesia

*e-mail: setiani@uin-malang.ac.id

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*Correspondence Author

Name:
Setiani
e-mail:
setiani@uin-malang.ac.id

ABSTRACT

This study aims to determine the effect of Digitalization and Burnout on Job Satisfaction and the mediating role of Work-Life Balance. This research was conducted using quantitative techniques, and explanatory analysis was used to analyze the data that had been collected. The research was conducted at Malang City and Regency's Human Resources Development Staffing Agency (BKPSDM). The population and sample in this study were 90 ASN employees, and the saturated technique was used as a sampling technique. SmartPLS 3.0 is used to process the collected data. This study found that digitalization and Burnout insignificantly impact job satisfaction. However, work-life balance has a positive and significant impact on job satisfaction. Then, the digitalization of job satisfaction can be mediated by work-life balance. Furthermore, the effect of Burnout on job satisfaction can be mediated by job satisfaction.

Keywords: *Digitalization; Burnout; Job Satisfaction; Work-Life Balance*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Digitalisasi dan *Burnout* terhadap Kepuasan Kerja dan peran mediasi *Work-Life Balance*. Penelitian ini dilakukan dengan menggunakan teknik kuantitatif, dan analisis eksplanatori digunakan untuk menganalisis data yang telah terkumpul. Penelitian dilakukan di Badan Kepegawaian Pengembangan Sumber Daya Manusia (BKPSDM) Kota dan Kabupaten Malang. Populasi dan sampel dalam penelitian ini adalah 90 pegawai ASN, dan teknik jenuh digunakan sebagai teknik pengambilan sampel. Pengolahan data menggunakan SmartPLS 3.0. Penelitian ini menemukan bahwa digitalisasi dan *Burnout* tidak berpengaruh signifikan terhadap kepuasan kerja. Namun, keseimbangan kehidupan kerja berdampak positif dan signifikan terhadap kepuasan kerja. Kemudian, digitalisasi terhadap kepuasan kerja dapat dimediasi oleh keseimbangan kehidupan kerja. Selanjutnya, pengaruh *Burnout* terhadap kepuasan kerja dapat dimediasi oleh kepuasan kerja.

Kata Kunci: *Digitalisasi; Burnout; Kepuasan Kerja; Work-Life Balance*

INTRODUCTION

The abilities of its employees support the company's expertise in achieving goals. Human resources is one of the driving aspects of all company activities. The availability of quality employees will reduce the company's productivity in achieving goals and perfect work results and override the factor of increasing or decreasing employee job satisfaction (Firdausi & Setiani, 2023). Based on the data, the State Personnel Agency submitted a recapitulation of the average results of the job satisfaction assessment of Civil Servants in 2019 and 2020. The results show that in 2019 and 2020, civil servant job satisfaction decreased by 10.14% from 2019 in the Employee Work Objective (SKP) element. The SKP element includes service orientation, integrity, commitment, discipline and significant cooperation (Hayat & Artisa, 2019).

Digitalization is one factor that affects job satisfaction (Hasby, 2020). According to Brockhaus and Buhmann (2023), digitalization is computer hardware, software, and information and communication technology. Information technology is used to obtain, define, enter, organize, manage, process, store and communicate facts, data and information to create knowledge and facilitate organizational learning. Based on research conducted by Bail et al., (2023) and Farrel et al., (2023), digitalization positively and significantly impacts employee job satisfaction. However, this result is different from research conducted by Dewi et al., (2023) and Pratantia & Nasution (2023), which reveals that the digitization variable has no significant positive impact on job satisfaction. This means the digitalization variable cannot increase job satisfaction by applying digital technology. The second factor that affects job satisfaction is Burnout.

Burnout is cited as one of the negative impacts on physical and mental well-being. Burnout is not a symptom of stress but rather work stress that is poorly controlled and quite severe. Burnout is a reaction when negativity arises in a person's work environment, and he cannot manage his stress (Indra & Rialmi, 2022). Based on previous research conducted by Malino et al., (2020) and Halim (2020), burnout variables can positively and significantly affect job satisfaction. However, the research results from Megaster et al., (2021) differ from those of Malino et al., (2020), which say that Burnout has a negative and significant effect on job satisfaction. This means that if Burnout does not impact employee job satisfaction, it can negatively and significantly affect job satisfaction. After assessing the two factors above, researchers are interested in adding a mediating variable, which the mediating variable in this study is work-life balance. The term work-life balance refers specifically to work-life. This relates to the employee's personal life. This means that work-life balance is a concept that can be balanced by a worker between his work and personal life (Pratama & Setiadi, 2021). Supporting research conducted by Aliya & Saragih (2020), Lumunon et al., (2019), and Fauzi & Ekhsan (2023) show that work-life balance variables can positively and significantly affect job satisfaction. However, the research results from Dwialvionita et al., (2022) say that work-life balance does not affect job satisfaction.

Because there are still differences in research results that explain the effect of digitalization, Burnout, and work-life balance on job satisfaction, this research is essential to strengthen the theory of the results of previous research and to find out how the influence of work-life balance can mediate the relationship between digitalization, Burnout, and job satisfaction so that this is an exciting topic to research. Furthermore, researchers want to test and analyze the Effect of Digitalization in Work Life and Burnout on Employee Job Satisfaction through Work-Life Balance at BKPSDM Malang.

LITERATURE REVIEW

The grand theory of this research is the theory of job satisfaction by Abraham Maslow in 1984 (Muayyad & Gawi, 2017) put forward the theory of the hierarchy of needs into 5, namely physiological needs, the need for security, social needs, the need for appreciation, and the need for self-actualization. In practice, Maslow states that employees can be satisfied with various needs depending on their position in the hierarchy. Agencies can satisfy employees at the lowest hierarchy level with job security or safe working conditions. If employees' basic needs can be met, then employees have other needs to fulfil. Agencies may seek to satisfy employees by allowing social interaction or taking on more responsibility.

Digitalization

According to Obikhod et al., (2023) digitalization is a fundamental transformation that involves the application of digital technology in business processes and daily life. This concept includes using technology to convert data into digital form, allowing information to be stored, processed and shared efficiently through various digital platforms. The digitization process involves using software, applications, and automation

systems that assist organizations or individuals in improving productivity, efficiency, and service quality (Obikhod et al., 2023).

Burnout

According to Wijiharta (2023), Burnout is a psychological syndrome that is triggered by a sense of continuous fatigue felt by a person. The psychological syndrome is triggered by a sense of fatigue that is continuously felt physically, mentally, and even emotionally, which causes workers to be depressed and exhausted. Physically, mentally, and even emotionally, which causes workers to be depressed and results in a decrease in the achievement of one's achievements. This behaviour should be something that must be considered by the company because, in addition to being related to the scope of work, Burnout can also be related to the work environment. to the scope of work; Burnout can also affect the scope of family. Leats and Stolar (Megaster et al., 2021) define Burnout as emotional and mental exhaustion caused by a very demanding and stressful situation combined with a stressful situation. Situations that are very demanding and stressful combined with high personal expectations to achieve high performance. High personal expectations to achieve high performance (Ledikwe et al., 2018).

Work-life Balance

Robbins & Coulter (2016) state that individuals with a place supporting family friendliness appear more satisfied with their work. Clark (Megaster et al., 2021) argues that there is a work-life balance relationship between employee job satisfaction and commitment to the organization. Experience can help employees to achieve success for the company. Laila et al., (2021) and Caniago & Mustafa (2023) describe the Work-Life Balance when standing with both hands stretched out on both sides; work-life on one side is balanced with personal life on the other or a series of scales with career on one side and personal on the other and can make the two balance each other.

Job Satisfaction

According to Dessler (2022), job satisfaction is an individual's attitude towards his job; individuals with high levels of job satisfaction show a positive attitude towards their work. Conversely, individuals who are not satisfied with their jobs show a negative attitude towards their jobs (Cahyadi & Prastyani, 2020). According to Robbins et al., (2017), job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings.

HYPOTHESIS

According to Srivastava et al., (2019), the digitization process positively impacts job satisfaction and has adapted to the new conditions that have emerged. Then Bail et al., (2023) and Farrel et al., (2023) researched the influence of the digitalization of the company system and job satisfaction. This reveals that the digitalization of the company system affects job satisfaction. Based on the explanation, the hypothesis can be concluded:

H1: Digitalization has a positive and significant effect on job satisfaction

Afifah (2022) researched the relationship between Burnout and job satisfaction. The study revealed that Burnout has a positive effect on job satisfaction. Safari (2020) found that job satisfaction among teachers was moderately to strongly correlated with burnout, indicating that higher job satisfaction is associated with burnout.

H2: Burnout has a positive and significant effect on job satisfaction

According to their research, Rahmawati & Gunawan (2020) related the relationship of job-related factors to Work-Life Balance and job satisfaction in millennial generation workers. The results of this study concluded that work-life balance has a positive effect on job satisfaction in millennial generation workers. The study revealed that millennial workers who can balance life and work will have better job satisfaction. Compared to millennial workers who cannot balance life and work, they will have low job satisfaction.

H3: Work-life balance has a positive and significant effect on job satisfaction

Based on the results of research conducted by Atthohiri & Wijayati (2021) show that the effect of employee engagement on job satisfaction when mediated by Work-Life Balance proves that Work-Life Balance can become an intervening variable with full mediation properties. Then, according to Sari (2021), the results showed that Work-Life Balance as an intervening variable could mediate perceived organization

support and Digital Information on job satisfaction. Based on the explanation above, the hypothesis can be concluded:

H4: Work-life balance can mediate the effect of digitalization on job satisfaction.

Based on the results of research by Tama et al., (2023), the results found that the Work-Life Balance effect on job satisfaction has significant positive results. According to Tantriana (2023), there are significant positive results in work-life balance and job satisfaction. Studies have demonstrated that work-life balance significantly decreases burnout, which in turn enhances job satisfaction, indicating that burnout functions as a mediating variable in this dynamic; for instance, research conducted among employees at Bank Kuningan found that work-life balance reduced burnout and indirectly improved job satisfaction via burnout's mediating effect (Denandra et al., 2024). Based on the explanation above, the hypothesis can be concluded:

H5: Work-life balance can mediate the effect of Burnout on job satisfaction.

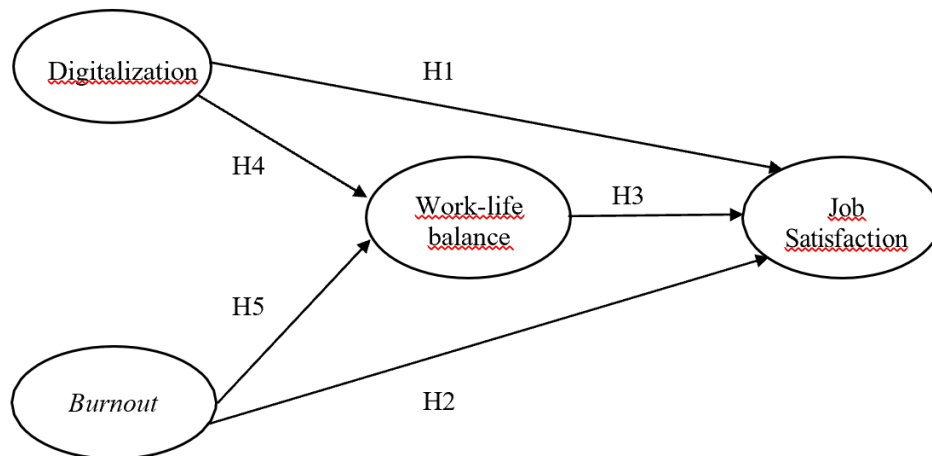


Figure 1. Conceptual Model

Source: Processed by researchers, 2023

RESEARCH METHODS

Explanatory research and quantitative approach are the types of research used in this study. This study uses secondary data, namely the results of questionnaires from 90 samples distributed directly to BKPSDM City and Malang Regency. The sample collection technique used a saturated sampling technique. Data collection techniques used a Likert scale, observation, questionnaires, and research instruments. Overall hypothesis testing using Structural Equation Modeling (SEM) approach analysis using Smartpls 3.0 software assistance. Indicators of digitalization by Kotarba (2017) are connectivity, human capital, internet use, information technology integration, and digital public services. Burnout indicators are Physical, mental, and emotional (Pines & Aronson, 1998). According to McDonald & Bradley (2005), the indicators in the Work-Life Balance consist of Time balance, Involvement balance, and Satisfaction balance. According to Robbins et al., (2017), the indicators of employee job satisfaction consist of the work itself, the pay system, and fairness; leaders can motivate employees, provide supportive social interactions, and offer promotion opportunities.

RESULTS AND DISCUSSION

Validity and Reliability Test

The data results in Table 1 show that all variables produce a value > 0.7. Thus, these variables are declared valid. Table 2 shows that the value of the digitalization variable (X1) is 0.950, the value of the Burnout variable (X2) is 0.957, and the value of the work-life balance variable (Z) is 0.962. The value of the job satisfaction variable (Y) is 0.955. Based on this information, it is known that the value of each variable is > 0.8. As a result, the variables of this study are all considered reliable.

Table 1. Validity test

Digitalization		Burnout		Job Satisfaction		Work-life Balance	
X1.1	0.797	X2.1	0.867	Y1	0.767	Z1	0.856
X1.5	0.823	X2.2	0.875	Y3	0.770	Z2	0.838
X1.6	0.857	X2.3	0.908	Y4	0.736	Z3	0.846
X1.7	0.870	X2.4	0.846	Y6	0.849	Z4	0.824
X1.8	0.863	X2.5	0.866	Y7	0.834	Z5	0.854
X1.9	0.884	X2.6	0.752	Y8	0.836	Z6	0.882
X1.10	0.879	X2.8	0.798	Y9	0.824	Z7	0.811
		X2.9	0.757	Y10	0.847	Z8	0.729
		X2.10	0.788	Y11	0.775	Z9	0.865
		X2.11	0.842	Y12	0.777	Z10	0.795
				Y13	0.775	Z11	0.792
				Y14	0.813	Z12	0.779
						Z13	0.702

Source: Processed Data, 2024

Table 2. Reliability test

Variable	Composite Reliability	Description
Digitalization (X1)	0.950	Reliable
Burnout (X2)	0.957	Reliable
Work-life Balance (Z)	0.962	Reliable
Job Satisfaction (Y)	0.955	Reliable

Source: Processed Data, 2024

Inner Model and Hypothesis Test

The effect of digitalization and Burnout on job satisfaction variables is 0.588, as shown in Table 3. Based on the R Square value, the variation in the value of digitalization and Burnout can contribute 58.8% to the value of the job satisfaction variable. Then, the R-Square value on the work-life balance variable is 0.522 or 52.2%. The magnitude of the influence of digitalization, Burnout, and job satisfaction can explain the work-life balance variable. In contrast, the rest is influenced by other variables not examined in this paper.

Table 3. Inner Model Test

	R Square	R Square Adjusted
Job satisfaction	0.588	0.573
Work-life Balance	0.522	0.511

Source: Processed Data, 2024

Table 4. Hypothesis Test

The Effect	Original Sample (O)	Sample Mean (M)	Standard Deviasi (STDEV)	T Statistics (O/STDEV)	P Values	Description
Digitalization -> Job satisfaction	-0.085	-0.092	0.103	0.822	0.440	Not Significant
Burnout -> Job satisfaction	-0.111	-0.114	0.085	1.302	0.194	Not Significant

Work-Life Balance -> Job satisfaction	0.746	0.752	0.095	7.853	0.000	Significant
Digitalization -> Work-Life Balance -> Job Satisfaction	-0.297	-0.299	0.064	4.621	0.001	Significant
Burnout -> Work-Life Balance -> Job Satisfaction	-0.297	-0.299	0.064	4.621	0.000	Significant

Source: Processed Data, 2024

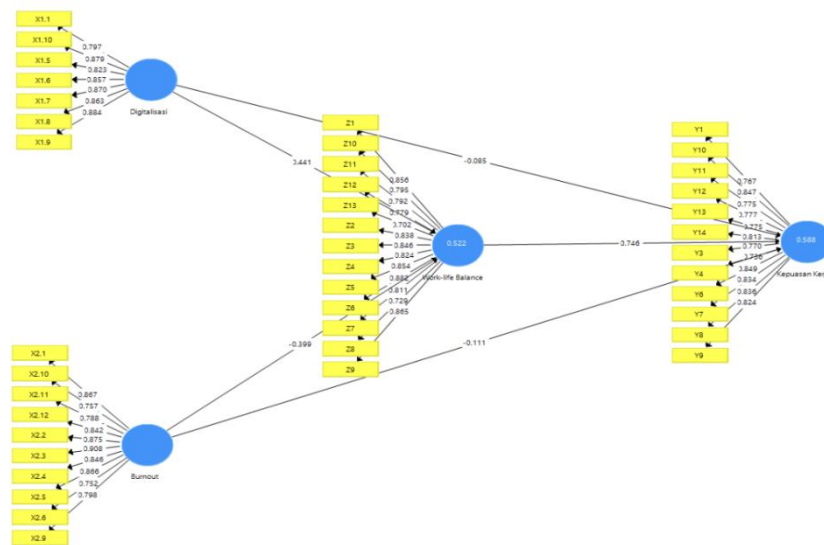


Figure 2. Model Structural

Source: Processed Data, 2024

The Effect of Digitalization on Job Satisfaction

Table 4 and Figure 2 show that digitalization has no influence on the job satisfaction of BKPSDM Malang employees. This is evidenced by the P Values value of $0.440 > 0.05$. Then, hypothesis 1 is rejected. These results align with research conducted by Dewi & Krisnadi (2023) and Pratantia & Nasution (2023), which suggests that digitalization is not significantly related to employee job satisfaction. Currently, BKPSDM Malang has also provided complete internet facilities, and other digitalization uses that help make work more effective and efficient. However, this indicates that digitalization is the only way to increase job satisfaction. Based on the results of interviews with Mr. A as a resource person as well as one of the BKPSDM employees, assessing that employees are satisfied with their work comes from environmental factors or work atmosphere, superior leadership, salary and benefits, organizational work culture, work-related regulations, work-supporting infrastructure, job security, and interaction between colleagues in the same office.

The Effect of Burnout on Job Satisfaction

The results showed that Burnout did not affect the job satisfaction of BKPSDM Malang employees. This is evidenced by the P Values with a value of $0.194 > 0.05$. Then, hypothesis 2 is rejected. These results align with research conducted by Megaster et al., (2021), which suggests that Burnout is not significantly related to employee job satisfaction. One of the items with the highest value in the respondents' answers to the burnout variable is X2.9 with the statement I find it difficult to sleep well. Although employees are burdened with much work, which causes Burnout and difficulty sleeping well, employee job satisfaction is not affected. Burnout cannot help increase employee job satisfaction. Based on the results of interviews with Mr. A as a resource person as well as one of the BKPSDM employees, assessing that employees are satisfied with their work comes from environmental factors or work atmosphere, superior leadership, salary and benefits,

organizational work culture, work-related regulations, work-supporting infrastructure, job security, and interactions between coworkers.

The Effect of Work-life Balance on Job Satisfaction

The research results prove that work-life balance has a positive and significant relationship to the job satisfaction of BKPSDM Malang employees. This is proven by the P Values < significance, namely with a value of $0.000 < 0.05$. So, hypothesis 3 is accepted. These results align with research conducted by Aliya & Saragih (2020) and Fauzi & Ekhsan (2023) that work-life balance influences job satisfaction. Based on the results of interviews with Mr. work and interactions between coworkers. The atmosphere at work supports activities in personal life so that employees who implement work-life balance can balance conflicts caused by work and family responsibilities (Megaster et al., 2021; Tama et al., 2023; Tantriana, 2023; Bail et al., 2023).

The Effect of Digitalization on Job Satisfaction with Work-life Balance as a Mediating Variable

The results of the mediation test state that work-life balance can mediate digitalization's effect on BKPSDM Malang employees' job satisfaction. This is proven by P Values < significance, namely with a value of $0.001 < 0.05$. So, hypothesis 4 is accepted. Even though Hypothesis 1 is rejected, namely that digitalization has no influence on job satisfaction, adding work-life balance can influence job satisfaction. Employees who can implement a positive work-life balance can use the advantages of digitalization well and influence job satisfaction. These results align with research conducted by Deng and Duan (2024); Dewi & Krisnadi (2023) which states that work-life balance can mediate the relationship between digitalization and job satisfaction. The rewards or feedback a person gets are proportional to what he does, and the incentives he gets will also be proportional to the person's performance. Later, this will affect satisfaction at work.

The Effect of Burnout on Job Satisfaction with Work-life Balance as a Mediating Variable

The research results state that work-life balance can mediate the relationship between Burnout and job satisfaction of BKPSDM Malang employees. This is proven by P Values < significance, namely with a value of $0.000 < 0.05$. This means that hypothesis 5 is accepted. Even though H2 is rejected, namely that Burnout does not influence job satisfaction, with the addition of work-life balance, Burnout can influence job satisfaction. High levels of work can cause signs of Burnout. However, employees who can implement work-life balance tend to experience more positive job satisfaction. These results align with research conducted by Tricahyadinata & Hasid (2024), which stated that work-life balance and sustainability mediate the effect on job satisfaction. In other words, this research indicates that Burnout maintenance can be developed by considering work-life balance.

CONCLUSIONS AND RECOMMENDATIONS

This research concludes that digitalization has no significant effect on job satisfaction. Burnout does not have a significant effect on job satisfaction. Work-life balance has a positive and significant effect on job satisfaction. As a mediating variable, work-life balance positively affects the effect of digitalization on job satisfaction. Then, work-life balance can mediate the effect of Burnout on job satisfaction. For the City and Regency Governments of the Malang BKPSDM Office, the findings of this research can be a basis for evaluation and decision-making. Employee assessments related to promotions carried out regularly get the lowest average score. It would be better if promotions were carried out consistently and fairness were implemented in the employee promotion process. Agencies can conduct regular internal audits to evaluate established policies and provide skills and qualification improvement programs through training and development for all employees. Apart from that, agencies need to implement effective monitoring mechanisms so that policies are implemented correctly and based on the principles of justice. This research is limited to two independent variables influencing job satisfaction: digitalization and Burnout. For future research, they are adding that other variables such as compensation, coworker support, occupational safety and health (K3), and other variables are recommended to be added. Future researchers can also reverse the position of work-life balance with job satisfaction so that work-life balance is the dependent variable and job satisfaction is the mediating variable.

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