

THE INFLUENCE OF WORK LIFE BALANCE AND BURNOUT ON JOB SATISFACTION AMONG CIVIL SERVANTS AT THE GANG SEHAT COMMUNITY HEALTH CENTER IN PONTIANAK CITY

Riski Alfiandi Saputra ^{a*)}, Arninda ^{a)}

^{a)} Universitas Muhammadiyah Pontianak, Pontianak, Indonesia

^{*)} Corresponding Author: 211310014@unmuhpnk.ac.id

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Abstract. This study aims to explore the influence of Work-Life Balance and Burnout on Job Satisfaction among Civil Servants (PNS) at the UPT Puskesmas Gang Sehat, Pontianak City. Using a quantitative approach and associative method, data was collected through the distribution of questionnaires to 38 civil servants at the health center, along with in-depth interviews with the Head of Administration. Multiple linear regression analysis showed that Work-Life Balance has a significant positive effect on Job Satisfaction. This indicates that the better the balance between work and personal life, the higher the level of job satisfaction among employees. Conversely, Burnout showed a non-significant negative effect on Job Satisfaction. The results of the simultaneous test (F-test) indicated that both variables, Work-Life Balance and Burnout, simultaneously have a significant effect on Job Satisfaction. These findings emphasize the importance of attention to work-life balance among employees, which has been shown to enhance job satisfaction. Meanwhile, Burnout, although it affects performance, does not significantly contribute to job satisfaction in the context of this study. This research provides insights for Puskesmas management to consider implementing policies that support work-life balance among employees as part of efforts to improve job satisfaction and productivity.

Keywords: Work Life Balance, Burnout, Job Satisfaction

I. INTRODUCTION

It is the science or method of managing human resources efficiently and effectively so that the workforce can be optimally utilized to achieve the goals of the company, employees, and society [1]. Human resource management plays an important role in the industrial world, where the actions of HR managers reflect how human resources are managed within a company/organization [2].

All organizations need human resources, including organizations engaged in the health care sector. One such healthcare service organization is the community health center (puskesmas). Puskesmas provide medical services through the process of healing and recovery of patients handled by medical professionals. Ministry of Health Regulation No. 43 of 2019 states that Puskesmas are healthcare facilities that provide community health services (UKM) and individual health services (UKP) at the primary level, with a greater emphasis on promotive and preventive efforts in their service areas.

The Gang Sehat Community Health Center is a technical implementation unit under the Pontianak City Health Department, functioning as a health service center for the community in the Pontianak City district. The number of visits to the Gang Sehat Puskesmas increased in 2021 to 17,116 visitors, in 2022 it increased by 53% to 27,023 visitors, and in 2023 it increased by 4.24% to 28,169 visitors. These visit

numbers are part of the health center's outpatient services, as the health center does not provide inpatient care.

Data on the number of employees at the Gang Sehat Community Health Center in 2025 shows a total of 45 employees, consisting of 39 civil servants (PNS) and 6 non-civil servants. This distribution of employees reflects an organizational structure consisting of several departments with specific functions. The positions of Head of the Health Center and Head of Administration are each held by one civil servant, highlighting the central leadership role played by government employees. The department with the largest number of staff is the Cluster Management Coordinator, which has 15 civil servants. Next, the Maternal and Child Health Cluster and the Child and Elderly Health Cluster are each staffed by 5 and 8 civil servants, respectively. The Communicable Disease Control and Environmental Health Cluster has a total of 10 staff members, including 5 non-civil servants. Finally, the Cross-Cluster Unit is staffed by 4 civil servants and 1 non-civil servant, serving as a liaison between service units. This composition reflects a diverse workforce focused on various aspects of health services, forming a crucial foundation for supporting the quality and effectiveness of public services at the Community Health Center.

The absenteeism rate of civil servants at the Gang Sehat Community Health Center (UPT Puskesmas Gang Sehat) increased by 10.56% in 2022 and decreased by 26.63% in 2023.

Absenteeism is an administrative record of employee absences [3]. Employees with a good work-life balance tend to be less absent, more satisfied with their jobs, and stay longer, which supports a healthy work culture and improves overall organizational performance [4]. Employees with high job satisfaction levels have lower absenteeism rates [5]. Absenteeism also reflects the level of work discipline among employees in an institution, as employee absences can disrupt work that has been targeted for completion.

Based on an interview with Mrs. Muhandiani, SKM, Head of Administration at the Gang Sehat Community Health Center, the workload borne by employees, both directly related to their duties at work and responsibilities outside of work, has a significant impact on their health. Employees often experience physical symptoms such as extreme fatigue, weakness, dizziness, and excessive sleepiness. These conditions can develop into more serious health issues over time, even leading to illness that prevents them from coming to work. Many employees are absent due to illness. Illness is one of the effects of work-related fatigue or burnout.

Job satisfaction is one of the key indicators that describe employees' positive or negative feelings toward their work. Job satisfaction is not only related to external conditions such as salary and facilities, but also influenced by psychological aspects such as recognition, development opportunities, and interpersonal relationships in the workplace. Employees who are satisfied with their work tend to have high motivation, strong loyalty, and good commitment to the organization, which in turn increases productivity and reduces absenteeism [6];[7]. Conversely, job dissatisfaction can trigger stress and burnout, which are detrimental to both individuals and organizations.

The mental and physical health of employees is a major concern in today's workplace. One of the most discussed issues is work-life balance, which is defined as a condition in which employees are able to balance the demands of work and their personal and family lives [8]. [9] emphasize the importance of maintaining this balance to overcome long-term work stress, as working excessively without adequate rest can have negative effects. The implementation of good work-life balance is expected to improve the quality of life of employees, thereby positively impacting productivity, job satisfaction, and discipline. Work-life balance has a significant positive effect on work discipline [10].

On the other hand, the phenomenon of burnout is now increasingly common, especially in the public service sector, such as at the Gang Sehat Community Health Center in Pontianak. Burnout occurs when employees feel emotionally exhausted, begin to lose concern for their work and others, and experience a decline in work performance. This condition not only affects the mental health of employees but also their physical health. Burnout usually arises from excessive and prolonged workloads, followed by high levels of dedication, which often leads to personal needs being neglected [11]. In addition, burnout can be understood as a prolonged stress response arising from social and work environment pressures, which ultimately affects work performance and overall health

[12]; [13]. Burnout can be identified from several signs experienced by workers. Symptoms of burnout include a decrease in sense of humor, frequent skipping of breaks, increased overtime without taking leave, increased physical complaints, withdrawal from social environments, changes in work performance, self-medication, and internal psychological changes [14].

Burnout can be caused by several factors such as work support, workload, job demands, age, gender, marital status, and work attitude [15]. Burnout has negative impacts on both organizations and employees. For organizations, the impacts include decreased work quantity and quality, reduced satisfaction and productivity, increased absenteeism and employee turnover, and rising healthcare costs. For employees, burnout can lead to physical issues such as headaches, stomach disorders, back pain, and other serious illnesses [16].

This study aims to identify and analyze the impact of work-life balance and burnout on job satisfaction among Civil Servants (PNS) at the Gang Sehat Community Health Center in Pontianak City. The study also aims to provide insights into the factors that can improve job satisfaction in the Health Center environment and how managing work-life balance and burnout can affect employee performance and well-being in the healthcare sector.

II. RESEARCH METHOD

This study uses a quantitative approach with an associative method that aims to determine the relationship between two or more variables [17]. Specifically, this study analyzes the influence of Work Life Balance and Burnout on the Job Satisfaction of Civil Servants at the Gang Sehat Community Health Center, Pontianak. Data collection used primary and secondary data. Primary data is data obtained directly by researchers from original sources or research locations, while secondary data is data published or used by an organization but not processed directly by that organization [18]. Primary data was collected through interviews with the Head of Administration and questionnaires distributed to all civil servants at the research location. Secondary data was obtained from organizational documents, including employee distribution, attendance data, community visits, outpatient services, and employee performance reports. The study population consisted of 38 civil servants, excluding the Head of the Gang Sehat Community Health Center in 2024. The sampling technique used was saturated sampling, whereby the entire population was used as the sample [18]. Thus, the sample in this study consisted of all civil servants, excluding the Head of the Gang Sehat Community Health Center, totaling 38 people. The independent variables in this study are Work Life Balance (X_1) and Burnout (X_2), while the dependent variable is Job Satisfaction (Y). The measurement uses a Likert scale with five response levels, ranging from strongly agree to strongly disagree [17]. The research instruments were tested for validity using product moment correlation with the validity criterion of a correlation coefficient $> r$ table, and reliability was tested using Cronbach's Alpha with a value > 0.6 (Siregar, 2018). Classical assumption tests included normality using the

Kolmogorov-Smirnov test, linearity using the Test for Linearity, and multicollinearity by examining the Tolerance and Variance Inflation Factor (VIF) values [17];[19];[20]. Data analysis was conducted using multiple linear regression to predict the influence of Work-Life Balance and Burnout on Job Satisfaction with the equation $Y = a + b_1X_1 + b_2X_2$ [17]. The correlation coefficient (R) and coefficient of determination (R^2) were used to measure the strength and contribution of the relationship between variables [17]. A simultaneous test (F-test) was conducted to determine whether the variables Work-Life Balance and Burnout together have a significant influence on Job Satisfaction. The hypothesis was tested by comparing the calculated F value with the table F value at a significance level of 0.05; the influence is considered significant if the calculated F value is greater than the table F value [17]. Additionally, a partial test (t-test) is used to assess the individual influence of each independent variable on the dependent variable by comparing the calculated t-value with the table t-value, thereby determining the individual contribution of each variable in influencing Job Satisfaction [17].

III. RESULT AND DISCUSSION

TEST RESEARCH INSTRUMENTS

Validity Tes

Validity testing was conducted by correlating all scores of the questionnaire statements or questions, then comparing the test results (calculated r) with the table r value. The table value of r can be obtained using the formula $df = n$ (sample size) - 2 = 38 - 2 = 36, with a significance level of 0.05, the table value of r is 0.320. The results of the validity test for each statement in all variables in this study can be seen in Table 3.1 below:

TABLE 3.1
VALIDITY TEST RESULTS

Variable	Indicator	r value	r table	Description
Work Life Balance (X1)	X1.1	0,756	0.320	Valid
	X1.2	0,608		Valid
	X1.3	0,496		Valid
	X1.4	0,694		Valid
	X1.5	0,529		Valid
	X1.6	0,613		Valid
	X1.7	0,517		Valid
	X1.8	0,746		Valid
	X1.9	0,597		Valid
Burnout (X2)	X2.1	0,635	0.320	Valid
	X2.2	0,737		Valid
	X2.3	0,766		Valid
	X2.4	0,706		Valid
	X2.5	0,601		Valid
	X2.6	0,508		Valid
	X2.7	0,542		Valid
	X2.8	0,645		Valid
	X2.9	0,707		Valid
	X2.10	0,789		Valid
	X2.11	0,716		Valid
	X2.12	0,674		Valid
Job Satisfaction (Y)	Y1	0,716	0.320	Valid
	Y2	0,701		Valid
	Y3	0,527		Valid
	Y4	0,670		Valid
	Y5	0,630		Valid
	Y6	0,704		Valid
	Y7	0,812		Valid
	Y8	0,809		Valid
	Y9	0,745		Valid
	Y10	0,529		Valid
	Y11	0,412		Valid
	Y12	0,466		Valid
	Y13	0,721		Valid
	Y14	0,556		Valid
	Y15	0,657		Valid
	Y16	0,698		Valid

Source: Processed Data, 2025

Based on the validity test results in Table 3.1 above, it can be seen that all statement items of all variables in this study have a calculated r value > table r of 0.320. Thus, all statement items of all variables in this study can be declared valid.

Reliability Test

The reliability test in this study used the Cronbach's Alpha method, whereby an item of measurement in a study can be said to be reliable if it has a Cronbach's Alpha significance value of 0.60. The results of the reliability test for all variables in this study can be seen in Table 3.2 below:

TABLE 3.2
RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Work Life Balance (X1)	0,799	Reliable
Burnout (X2)	0,888	
Job Satisfaction (Y)	0,908	

Source: Processed Data, 2025

Based on the reliability test results for all variables in this study shown in Table 3.2 above, it can be seen that the Cronbach's Alpha value for all variables is greater than 0.60. Thus, it can be concluded that all measurement items for all variables in this study are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

The normality test conducted in this study aims to analyze whether the data in this study is normally distributed or not. The method used in the normality test in this study is the Kolmogorov-Smirnov method. Based on the results of the analysis using SPSS, the results of the normality test can be seen in Table 3.3 below:

TABLE 3.3
NORMALITY TEST RESULTS

Test	Value
N (Sample)	38
Test Statistic (Kolmogorov-Smirnov Z)	.095
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results in Table 3.3 above, the test result for the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

Linearity Test

The method used in the linearity test is the Test for Linearity. Based on the results of the analysis using SPSS, the results of the linearity test can be seen in Table 3.4 below:

TABLE 3.4
LINEARITY TEST RESULTS

Variable	Deviation From Linearity Sig	Description
Job Satisfaction *		
Work Life Balance	.432	Linier
Job Satisfaction * Burnout	.310	

Source: Processed Data, 2025

Based on the linearity test results in Table 3.4 above, the significance value of Deviation from Linearity between variables is > 0.05 , which means that there is a linear relationship between the variables Work Life Balance and Burnout (X2) and Job Satisfaction (Y).

Multicollinearity Test

Based on the results of the analysis using SPSS, the results of the multicollinearity test can be seen in Table 3.5 below:

TABLE 3.5
MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Work Life Balance (X1)	.992	1.008
Burnout (X2)	.992	1.008

Source: Processed Data, 2025

Table 3.5 shows that the tolerance values for the variables Work-Life Balance (X1) and Burnout (X2) are both 0.992. This value is much greater than the minimum tolerance limit of 0.10. The VIF value of 1.008 is less than 10.00. Therefore, it can be concluded that there is no multicollinearity between the two independent variables.

MULTIPLE LINEAR REGRESSION ANALYSIS

Based on the results of the analysis using SPSS, the regression coefficient results can be seen in Table 3.6 below:

TABLE 3.6
RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.212	3.829	.001
Work Life Balance	.450	5.381	.000
Burnout	-.132	1.646	.109

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis in Table 3.6 above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.212 + 0.450X_1 - 0.132X_2$$

- a. The constant (a) is 1.212, which means that if the variables Work Life Balance (X1) and Burnout (X2) are zero, then Job Satisfaction (Y) will increase by 1.059 units.

- b. The coefficient of Work-Life Balance (X1) is 0.450 and is positive, meaning that if Work-Life Balance increases, Job Satisfaction will increase by 0.378 units.
- c. The coefficient of Burnout (X2) is -0.132 and is negative, meaning that if Burnout increases, Job Satisfaction will decrease by 0.132 units.

CORRELATION AND DETERMINATION COEFFICIENT (R²)

The correlation coefficient is used to measure the strength of the relationship between two or more variables, as well as to determine the direction of the relationship between them. The technique used in this study is the Product Moment correlation. The results of the correlation coefficient test can be seen in Table 3.7 below:

TABLE 3.7
RESULTS OF CORRELATION COEFFICIENT AND DETERMINATION (R²) TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.568	.41557

Predictors: (Constant), Burnout, Work Life Balance

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it is known that the correlation coefficient (R) value is 0.769, which means that the relationship between Work Life Balance and Burnout on Job Satisfaction has a strong relationship, because the value is in the interval 0.60-0.799.

Based on the results of the coefficient of determination (R²) test in Table 3.7 above, it can be seen that the R-Square value is 0.591, meaning that the variables Work Life Balance and Burnout explain 59.1% ($1 \times 0.591 \times 100\%$) of the influence on Job Satisfaction, while the remaining 40.9% of Job Satisfaction is influenced and explained by other variables outside the scope of this study.

SIMULTANEOUS TEST (F TEST)

Simultaneous testing (F-test) in research aims to determine whether the independent variables in a hypothesis have a combined effect on the dependent variable. The F-test is used to determine whether all independent variables in the study have a significant effect on the dependent variable. The results of the simultaneous test (F-test) conducted using SPSS can be seen in Table 3.8 below:

TABLE 3.8
RESULTS OF SIMULTANEOUS EFFECT TEST (F TEST)

Model	Sum of Squares	Mean Square	F	Significance
Regression	8.739	4.369	25.301	.000 ^b
Residual	6.044	.173		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Burnout, Work Life Balance

Source: Processed Data, 2025

Based on the results of the simultaneous test (F test) in Table 3.8 above, the calculated F value is $25.301 > f$ table 3.27 and the significance value is $0.000 < 0.05$. Therefore, it can be

concluded that the variables Work Life Balance and Burnout simultaneously have a positive and significant effect on Job Satisfaction. These results emphasize the importance of paying attention to work-life balance and preventing burnout to improve job satisfaction in the workplace.

PARTIAL TEST (t Test)

Partial tests (t-tests) in research aim to test the effect of each independent variable on the dependent variable individually in a hypothesis. The purpose of the t-test is to determine whether each independent variable has a significant effect on the dependent variable separately. The results of the partial tests (t-tests) conducted using SPSS can be seen in Table 3.9 below:

TABLE 3. 9
RESULTS OF PARTIAL EFFECT TEST (t-TEST)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.212	3.829	.001
Work Life Balance	.450	5.381	.000
Burnout	-.132	1.646	.109

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on the partial hypothesis testing (t-test) in Table 3.9 above, the calculated t-value will be compared with the t-table value. The t-table value is 1.688. The results of the partial t-test in Table 3.9 can be explained as follows:

1. The calculated t-value for the Work Life Balance (X1) variable is $5.381 > t\text{-table value of } 1.688$ and the significance value is $0.000 < 0.05$, so it can be said that in this study, the Work Life Balance (X1) variable partially has a positive and significant effect on Job Satisfaction (Y). Work-life balance has a positive impact on employee job satisfaction and performance [21];[22].
2. The t-value of the Burnout (X2) variable is $1.646 < t\text{-table value of } 1.688$ and the significance value is $0.109 > 0.05$, so it can be said that in this study, the Burnout (X2) variable partially has a negative and insignificant effect on Job Satisfaction (Y). This finding is also supported by numerous studies indicating that burnout reduces performance and job satisfaction [23].

IV. CONCLUSIONS

Based on the analysis and discussion outlined in the previous chapter regarding the Influence of Work-Life Balance and Burnout on the Job Satisfaction of Civil Servants at the Gang Sehat Community Health Center in Pontianak, the results of this study can be summarized as follows: The multiple linear regression equation obtained is: $Y = 1.265 + 0.254 X1 + 0.217 X2$. The multiple correlation coefficient (R) shows a value of 0.591, meaning that there is a strong correlation or relationship between Work-life Balance and Burnout with Job Satisfaction of Civil Servants at the Gang Sehat Community Health Center in Pontianak City. The coefficient of determination (R^2) shows a value of 0.591, meaning that the contribution or influence of work-life balance and burnout on the variation in job

satisfaction at the UPT Puskesmas Gang Sehat in Pontianak City is 59.1%, with the remaining 40.9% influenced by other factors or variables not included in this research model. The results of the simultaneous influence test (F-test) indicate that work-life balance and burnout simultaneously (together) have a significant influence on job satisfaction at the Gang Sehat Community Health Center in Pontianak City. The results of the partial influence test (t-test) indicate that work-life balance partially (individually) significantly influences job satisfaction at the UPT Puskesmas Gang Sehat in Pontianak City, and burnout partially (individually) has a negative and insignificant influence on job satisfaction at the UPT Puskesmas Gang Sehat in Pontianak City. This research offers several important benefits for both employees and society. For employees, the findings of this study can provide insights into the importance of maintaining a balance between work and personal life (work-life balance) in order to enhance their job satisfaction. By understanding the factors that influence job satisfaction, especially in relation to burnout, employees at the Gang Sehat Community Health Center can better manage their stress and workload, which in turn can improve their work quality and overall well-being. For society, particularly the people of Pontianak, the findings of this research can serve as a foundation for relevant stakeholders, such as local government authorities and the management of the health center, to design policies that better support employee well-being. Programs focusing on improving work-life balance and reducing burnout can create a healthier work environment, which will ultimately positively impact the quality of health services provided to the public. A health center with satisfied employees is likely to provide better and more effective services to the community.

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