



Work Life Balance and Burnout on Temporary Employees Performance

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ABSTRACT

This study aims to determine the effect of work life balance and burnout on the performance of temporary employees. This analysis uses independent variables, namely work life balance and burnout and the dependent variable, namely performance. The sample of this study was administrative temporary employees of the Faculty of Social and Political Sciences, University of Riau with a total sampling technique. Data collection was carried out by distributing 50 questionnaires directly to temporary employees. Statistical method uses Multiple Linear Regression Analysis with hypothesis testing statistical test F test and T test. The results of this study indicate that partially work life balance and burnout have no significant effect on performance. Simultaneously, work life balance and burnout also have no significant effect on the performance of temporary employees. Some temporary employees are still worried about various things outside of work, including personal life while working. The workload and the feeling that temporary employees have that their life and career will not change causes stress.

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INTRODUCTION

Management of human resources in an organization or company does not always work properly. Human resources are one of the most important parts of an organization, because if a company is able to manage human resources well, the company's goals will soon be achieved (Larasati, 2018). Human resource management is a process, planning, organizing, staffing, mobilizing, and supervising procurement, development, compensation, integration of maintenance and separation of workforce to achieve organizational goals (Bangun, 2012).

Human resources are the company's main assets that are very important to manage and pay attention to for the company's sustainability in achieving its goals. Employee performance is an important factor that must be prioritized to win competitions both at the national and global levels (Suryosukmono & Widodo, 2020).

Human resource performance is a measurement and quality of achievement or work output, from the results obtained by individuals in one period in carrying out their work (Mangkunegara, 2010). Basically performance is an activity or not carried out by employees (Mathis & Jackson, 2011). There are two factors that affect employee performance that companies need to know, namely internal factors



and external factors. Companies need to pay attention to employee job satisfaction such as psychological needs, namely work life balance and material needs to improve employee performance (Saina et al., 2016).

Work life balance is a balance of work life as a person who can dedicate himself to work for the family (Parkes and Langford, 2008). Work life balance is related to a person's ability to combine work and family obligations (Delecta, 2011). The effect of work life balance in optimizing employee performance has been proven by Rahmadani et al (2023), Windika and Agus (2022), Muliawati and Agus (2020), Bataineh (2019) and Dousin et al (2019), found that work life balance has a significant effect on employee performance. When employees are satisfied with their work-life balance, this can affect their performance. The results of different studies were carried out by Wambui et al (2017), Rafsanjani et al (2019),

In addition to work life balance, burnout is also a factor that affects performance. In general, burnout research is focused on service professions, including: doctors, teachers, nurses and so on, but burnout does not only occur in someone who is a service provider, but many burnouts are also found in other fields of work in organizations and industries. (Maslach, Jackson & Leiter, 1986). Burnout is a form of work-related stress that has a negative impact on a person's psychological and physical health thereby affecting organizational effectiveness, this is a major challenge for employee health and the functioning of an organization (Saputri in Rahmadani et al., 2023).

Reza Research, Kalali and Gholipour (2011) found burnout is an index that shows weak individual performance at work which will affect attitudes, physical and mental health and will ultimately result in behavior. People who experience burnout can have a negative impact on co-workers, causing personal conflict, disrupting work, and burnout at work. Fatigue can have a negative impact on family life (Burke RJ, Greenglass ER, 2001). Rahmawati and Amir (2013) said that burnout conditions affect performance and work performance and changes in individual attitudes in the work environment such as: withdrawal from work by keeping a distance (decreased intensity of good relations with clients or co-workers), more absenteeism and having higher turnover than other workers. The research results of Rahmadani et al., (2023); Syamsu et al (2019) found that burnout has no significant effect on employee performance.

This research was conducted on administrative temporary employees of the Faculty of Social and Political Sciences, University of Riau. Government Regulation No. 48 of 2005, temporary workers are someone who is appointed by the Civil Service Officer or other officials in the government to carry out certain tasks in government agencies or whose income becomes a burden on the State Revenue and Expenditure Budget or the Regional Revenue and Expenditure Budget. Issuance of the government regulation is based on the reason for announcing the appointment of temporary workers to become Candidates for Civil Servants. The results of Putra's research (2016) found that the government has not been able to overcome the problems of temporary workers, especially those related to the payroll system, recruitment, and clarification of status. Even though temporary workers have an important role in government institutions.

LITERATURE REVIEWS

Work Life Balance

Work life balance is the level of fulfillment involved with different individual jobs that are connected to balance and harmony in his life (Hudson in Argiantari, 2022). Work-life balance relates to a person's ability to combine work with family. (Delecta, 2011). Fisher et al in Argiantari (2022) say there are four dimensions of work-life balance, including: 1). WIPL (work interference with personal life) this dimension relates to how much work can slow down an individual's own life. 2) PLIW (personal life interference with work) this dimension relates to how much work interferes with individual life. 3) PLEW (Personal Life Enhancement of work) this dimension describes the extent to which a person's personal life can improve individual performance at work. 4) WEPL (work enhancement of personal life) this dimension relates to how far work can improve the quality of an individual's personal life.

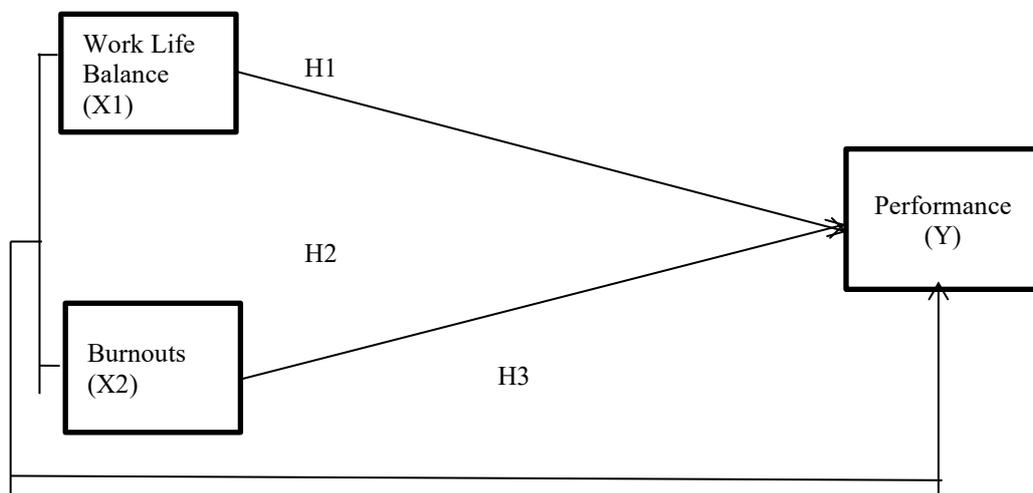
Burnout

The term burnout appeared in 1970 in the United States as a result of regulations that applied specifically to people working in human services. Herbert Freudenberger, in 1974 used the term burnout to indicate the extraordinary stress and fatigue experienced by volunteers at a clinic in New York in dealing with drug-dependent patients (Laila et al. 2005). Bernadin (Mutiasari, 2010) states burnout is a condition that reflects an emotional reaction in people who work in the field of humanitarian services and are close to the community. Maslach and Leiter (2001), said that "job burnout is a negative emotional reaction to a job, created through long attendance in high stress workplaces" meaning that burnout is a negative emotional reaction in the work environment as a result of prolonged work stress (Gultom, 2021; Iskanto, 2021; Iskanto et al., 2020; Rachmad, 2022). Burnout is the process of attitudes and behavior of individuals who turn negative in response to work. The process of changing behavior is an imbalance between the abilities possessed by the demands faced. Indicators of burnout include; emotional exhaustion, physical exhaustion, mental exhaustion, lack of self-actualization and depersonalization.

Performance

Employee performance is the result achieved by an employee in accordance with their duties and responsibilities to achieve company goals during a certain period (Asari, 2022). Rivai and Ella in Gultom (2018) performance is employee performance shown through real behavior according to their role in the company. According to Asari (2022), employee performance indicators are quality, quantity, timeliness and cooperation.

Figure 1: Concept Framework



**hypothesis**

Based on the formulation of the research problem, the hypothesis in this study is as follows:

H1: Allegedly Work life balance has a significant effect on performance

H2:It is suspected that burnout has no significant effect on performance

H3:Allegedly work life balance and burnout simultaneously have no significant effect on performance

METHODS

The type of research used is survey research with a quantitative approach. The research data was obtained by distributing questionnaires consisting of 26 statement items. For variable measurement, the researcher used 5 Likert scales. The score calculation for positive statements has a value of 1 for statements that strongly disagree up to a value of 5 for statements that strongly agree and vice versa for negative statements, namely a value of 5 for statements that strongly disagree and a value of 1 for statements that strongly agree.

The population in this study were all administrative temporary employees of the Faculty of Social and Political Sciences, University of Riau. The sample technique used is the total sampling method, where the entire population is included as a sample. The data analysis used is Multiple Linear Regression Analysis and assisted by SPSS.

RESULTS AND DISCUSSION

This research was conducted on 50 temporary employees who had the following characteristics:

Table 1. Characteristics of Respondents

Category	Employee
Gender:	
Man	38 %
Woman	62 %
Education:	
SENIOR HIGH SCHOOL	14%
D3	64%
S1	12%
S2	
Age:	
<30	16%
30 - 40	68%
>40	16%
Length of work:	
< 5 yrs	10 %
5-10 yrs	24 %
> 10 yrs	66 %

In table 1 above, it can be seen that the most dominant number of temporary employees is the male gender, namely 62%. The education level of most employees is S1 (Bachelor One), then SMA. The most dominant age of employees is in the range of 30 - 40 years. Meanwhile, the longest working period was > 10 years, namely 66%.

Instrument Test

In the validity test, it is done by comparing the value of r count with r table. If r count > r table then it is considered valid. Based on the test results on the variables work life balance, hunger and performance, it was found that r count > r table (0.278) meaning that all statements in each variable are declared valid and can be used as a data collection tool. Reliability test using Cronbach Alpha with the criterion if the alpha value is > 0.06 then it is declared reliable.

Table 2. Reliability Test Results

Variable	Cronbach alpha coefficient	cut of value	Ket
Work-life balance	0.862	0.60	Reliable
Burnout	0.807	0.60	Reliable
Performance	0.912	0.60	Reliable

Based on the data in table 2, it can be seen that the Cronbach alpha coefficient value for each variable is greater than 0.60, thus all statement items for each variable are declared reliable.

Classical Assumption

a. Normality test

The following are the results of the normality test using the Kolmogrov Smirnov.

Table.3 Kolmogrov Smirnov Test Results

Information	Unstandardized Residual
N	50
<i>Kolmogorov-Smirnov Z</i>	0.116
<i>asympt. Sig (2-tailed)</i>	0.093

Based on table 3, it is obtained that the asymp sig (2-tailed) standardized residual variable is greater than 0.05, this shows that the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test the regression model to find a correlation between independent variables or not. A good regression model does not have a correlation between the independent variables. Multicollinearity can be seen by the variance inflation factor (VIF) if the VIF value is 0.10 then there are no signs of multicollinearity. The following is the result of the multicollinearity test



Table 4 Multicollinearity Test Results

Variable	VIF	tolerance	Information
Work-life balance	1,055	0.948	Multicollinearity does not occur
Burnout	1,055	0.948	Multicollinearity does not occur

Source: Data Processing, 2023

The data in table 4 shows that there is no tolerance value for the independent variables below 0.10, thus there is no multicollinearity between the independent variables and the regression model is feasible to use.

c. Heteroscedasticity Test

The results of the heteroscedasticity test with Glejser are shown in the following table:

Table.5 Heteroscedasticity Test Results

Variable	Sig	Information
Work-life balance	1,000	Heteroscedasticity does not occur
burnout	1,000	There is no heteroscedasticity

The table above shows the probability value (significance) for the work life balance and hurtout variables is greater than 0.05. Thus it can be concluded that in the regression model there is no heteroscedasticity.

4. Multiple Linear Regression Test Results

Table 6 Multiple Regression Analysis

Variable	Regression Coefficient	T-count	T-Table	Sig
Constant	28,690			
Work-life balance	-101	-835	1677	0.408
Burnout	197	1963	1677	0.056
The coefficient of determination				0.39
F-Count				2007
Sig F				0.146
F-table				3.20

Based on table 6 data, the regression equation can be compiled as follows:

$$Y = 28.690 - 0.101X_1 + 0.197X_2.$$

A constant value of 28,690 means that if the work life balance and hurtout variables are 0, then the performance of temporary administrative employees of the Faculty of Social and Political Sciences is 28,690. The regression coefficient of the work life balance variable (X1) is -101. This shows a negative influence on performance. This means that if the work life balance variable increases, the performance

will decrease. The regression coefficient of the burnout variable (X2) of 0.197 indicates a positive effect on performance, meaning that if the burnout variable increases, the performance also increases.

5. Test t (Partial)

a. Effect of work life balance (X1) on performance (Y)

Obtained a significance value of 0.408 greater than the specified significance value of 0.05 thus H_0 is accepted or H_a is rejected, meaning that work life balance (X1) has no significant effect on performance (Y).

b. Effect of burnout (X2) on performance (Y).

Based on the results of the analysis, it was obtained a significant value of burnout (X2) of 0.056 > 0.05 the specified significance value. Thus H_0 is accepted and H_a is rejected, meaning that burnout has no significant effect on performance (Y).

6. F Test (Simultaneous)

Based on table 5 data, the F-count results are 2.007 with an F-table of 3.20 meaning that F-count > F-table with a significant value of 0.146 > 0.05 this shows that work life balance and burnout have no significant effect on performance.

Determination Test

Based on the results of data processing, an R^2 value of 0.039 was obtained, which means that the effect of work life balance (X1) and burnout (X2) on performance (Y) was 3.9%, while the remaining 96.1 was influenced by other variables not discussed in this study.

DISCUSSION

This study aims to determine the effect of work life balance and burnout on the performance of temporary administrative employees of the Faculty of Social and Political Sciences, University of Riau. Work life balance is the balance of an individual's life, where they can use their time to work and run a personal life, so that the individual can carry out two or more roles. The results of this study found that work life balance has no significant effect on the performance of administrative temporary employees at the Faculty of Social and Political Sciences, University of Riau. Some employees stated that when they were working they still thought about other work and personal problems affecting their enthusiasm for work.

The results of this study are in accordance with the results of research conducted by Wambui et al (2017) on 74 employees of Kabarak University, Kenya. The results of the study stated that work life balance had no effect on the performance of Kabarak University employees where employees generally stated that work life and family conflict were sources of stress at work. The results of Rafsanjani et al 2019's research conducted on 63 employees of PT Bank Rakyat Indonesia, the Panakkung Makassar branch, stated that work life balance has no effect on performance.

Opinions that differ from the results of research conducted by Genta et al (2023) found that work life balance has a significant effect on the performance of Bengkulu Provincial Inspectorate employees. Muliawati and Agus (2020) also found that work life balance has a significant effect on the performance



of the millennial generation. The results of Windika and Agus's research (2023), on 46 Bank employees found that work life balance has a significant effect on employee performance.

Burnout is a negative reaction in the work environment as a result of prolonged work stress. This study found that the burnout variable had no significant effect on the performance of temporary administrative employees at the Faculty of Social and Political Sciences, University of Riau. The results of this study are in accordance with the results of research conducted by Rahmadani et al (2023) on Bengkulu Province Inspectorate employees, where burnout has no significant effect on employee performance. The results of the same research were also found by Nandavati et al (2019), burnout has no significant effect on employee performance.

The results of simultaneous hypothesis testing for the effect of work life balance and burnout have no significant effect on the performance of temporary administrative employees of the Faculty of Social and Political Sciences, University of Riau. The total influence of work life balance and burnout variables on performance is only 3.9%.

CONCLUSION

Work life balance and burnout have no significant effect on the performance of temporary employees of Administration, Faculty of Social and Political Sciences, University of Riau. This shows that temporary employees are still worried about various things including personal life at work and feeling their lives and careers will not change.

There are differences and limitations in the results of previous empirical research, so it is possible to further study the relationship between work life balance and burnout on the performance of temporary employees. The limitation of this study is only to discuss temporary employees in one faculty at a tertiary institution. Furthermore, you can compare ASN employees with Temporary employees to find out how significant differences in achieving work life balance and burnout affect employee performance. The method that can be used for further research can use PLS (Partial Least Square) software

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