



Work Life Balance And Burnout For Sales Target Oriented Employees In Pekanbaru City

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ABSTRACT

This study aims to determine the impact of work life balance and burnout on the performance of employees who are sales target-oriented in the city of Pekanbaru. In this study, data were collected through questionnaires to 100 sales force employees of the Automotive unit in Pekanbaru City. The data analysis technique used is multiple regression analysis which serves to prove the research hypothesis. Based on the value of t_{count} work life balance of 4.392 while for the value of t_{table} of 1.984 it can be concluded that work life balance has a significant effect on the performance of employees who are sales target-oriented in Pekanbaru city. Based on the t_{count} burnout value of 2.220 while the t_{table} value of 1.984 it can be concluded that the burnout variable has a significant effect on the performance of employees who are sales target-oriented in the city of Pekanbaru. Also the results of multiple regression can be concluded that the variables of Work life balance and Burnout together have a significant influence on employee performance variables in the city of Pekanbaru. The direction of the work life balance relationship on employee performance shows a positive relationship direction, the direction of the relationship between burnout and employee performance shows a negative relationship.

Keywords: Work Life Balance, Burnout, Employee Performance

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INTRODUCTION

In an effort to improve performance, currently many companies are starting to implement work-life balance programs. Work-life balance is the degree to which a person minimizes the conflict between work and work demands. Work-life balance is the effective management of work and other activities that are important, such as family, community activities, volunteer work, self-development, travel and recreation. People who experience continuous work pressure will experience depersonalization which is a human tendency towards others which is the development of a cynical attitude about their career and own performance (Iskamto, 2019, 2022a, 2022b; Iskamto et al., 2022; Karim, 2022; Lamin, 2022; Qasim et al., 2022). Workers who are affected by burnout experience mental fatigue, loss of commitment, emotional exhaustion, and also experience a decrease in motivation over time. Employees who have problems with unlimited working hours are very likely to feel tired, exhausted and will have an impact on the employee's performance. In this case, it is the car sales employees who are in the city of Pekanbaru who experience work fatigue which has an impact on their performance. The following are the results of observations and interviews with 30 car sales employees in Pekanbaru City:

Table 1. Observation results on car sales employees in Pekanbaru City 2022

Regarding	Description
How many hours work a day	10-12 hours
Time for family per day	9 -10 hours
Sick in a year	14-28 days
Permission in a year	11-15 days
Achievement of turnover per month in the last 3 years	Decrease
Achievement of turnover per year in the last 3 years	Decrease

From table 1 the observations above, it can be described in general that the average employee with sales targets has very high working hours, this is because sales employees often negotiate sales with prospective buyers also outside the existing working hours, so it will reduce working hours for families. Excessive working hours will have an impact on employee fatigue so that it will affect sales. Work life balance has an influence on work, it will get better and the performance shown by employees will increase (Weerakkody & Mendis, 2017). Chiekezie, et al., (2016) research shows that work life balance does not significantly show an impact on worker performance and performance standards. The high and low level of work-life balance of employees has no impact on worker performance, because there are different methods of improving work performance. In these two studies there were differences in results so that researchers were interested in reviewing them.

LITERATURE REVIEW

Employee performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, targets or criteria that have been determined in advance and have been mutually agreed upon. Performance is a concrete result of a job that can be observed and measured based on its quantity, quality, effectiveness, and efficiency. Good performance reflects the ability to contribute through works that lead to the achievement of behavior that is in accordance with the goals of the company or organization (Muda et al., 2014). According to Anwar Prabu Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Irham Fahmi (2016) performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented which is generated over a certain period of time. According to Kasmir (2018) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period of time. Performance is defined as maximum acceptance of the self-potential belonging to workers who are the concern of the company's superiors, performance is also a visual of how far the individual has come to complete work in order to achieve the desired goals (Changgriawan, 2017). There are five indicators of employee performance, namely quantity is the result of work completed, quality is perfection in completing work,

Work-life Balance

Work life balance is a condition in which a person manages to achieve a balance between work and personal life. When you achieve it, life is not burdened or only focuses on work alone so that you will feel happier. Work-Life Balance or work-life balance is a condition in which individuals are able to manage and divide between work responsibilities, family life and other responsibilities so that there is no conflict between family life and work career and there is an increase in motivation, productivity and loyalty to work.

Research conducted by Grant et al. (2019) suggests that many employees will find it difficult to manage the boundaries between working time and time not working, when they work at home which results in a tendency to work excessively so that it is difficult to achieve work life balance. As if there are no definite working hours when the teacher works from home (work from home), then the tendency to work excessively can occur in a teacher. The boundaries between work affairs and teachers' personal lives when working from home are blurred because working time is no longer limited by the term office hours (A. Singh et al., 2021).

Working from home not only has a positive impact but can also have a negative impact on family life. Positively, employees who work from home will have good quality and quantity of meetings with family members but negatively, working from home will cause a conflict of interest which should take precedence. The demands of responsibility faced will be greater because everything must be completed at the same time (Gądecki et al., 2018).

According to Singh and Khanna (2011), work-life balance is 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. Work life balance is needed by the sales profession to support the achievement of optimal performance. The concept of work life balance is defined as the amount of time available for individuals to achieve and maintain a balance between their roles and responsibilities in their family or work, both of which will provide satisfaction for the individual (Smeltzer et al., 2016; Bataineh, 2019; Shafie et al., 2020). Mendis & Weerakkody (2018) stated that the indicators to measure work life balance are working hours, workload, the role of superiors, the role of subordinates, peers, spouses, children, relatives and parental care. However, during a pandemic, work-life balance indicators include the ratio of time distribution between work and family.

Burnout

In working atmosphere in every organization, every individual must have problems regardless of the position he holds. One of the problems that are currently crucial in the world of work is burnout. This is because burnout often hampers the rate of performance of employees which ultimately harms the company. Burnout often appears in the world of work due to routine and high pressure in their daily lives. Burnout is a symptom of physical, emotional, attitude and behavior exhaustion, feelings of self-dissatisfaction and distrust of self-ability and lack the desire for personal achievement that arises as a result of prolonged work stress, a reaction to circumstances that accompany a person when facing such stress and is a response to interpersonal stressors at work. Burnout will have a negative impact on individuals and companies, including causing low or declining employee job performance (Adula & Kant, 2022; Iskanto, 2020, 2021; Joy, 2020; Munaty et al., 2022; Owenvbiugie, 2022; Rifa'i et al., 2022).

The more work stress experienced by employees, the more likely employees will experience burnout and employee performance will be less than optimal. Researchers have linked burnout to a variety of mental and physical health problems, poor household and social relationships, increased turnover and absenteeism. Maslach and Leiter (2016), also explain that burnout is a psychological syndrome of fatigue, cynicism, and inefficiency at work. This is a stressful experience in individuals who are added by the existence of complex social relationships, thus involving the concept of self and others in a job. This stress is not like stress in general, because it links the three components.

Mondy in Dedi Santoso and Hidayanti (2016) defines burnout as an uncomfortable situation caused by the loss of one's goals for what to work and enthusiasm to complete work targets. This is reinforced by Maslach (in Qureshi, 2013) which states that job burnout is a multidimensional construct caused by emotional exhaustion, depersonalization, and decreased personal achievement that can occur among individuals who work extensively with others under considerable time pressure. long. Rehman et al. (2015) divides burnout into 3 dimensions, namely emotional exhaustion (emotional exhaustion), depersonalization (depersonalization) and decreased personal achievement (reduced personal accomplishment).

Worklife Balance Relationship to Performance

The role of work life balance is closely related to the individual's ability to perform well at work (Shafie et al., 2020). Research conducted by Balkan (2014) explains that good work-life balance management not only has a positive influence on the atmosphere at work but can also increase one's productivity. Work life balance affects the work will be better and the performance shown by employees will increase (Weerakkody & Mendis, 2017). On the other hand, an imbalance between personal life and work will create stress on workers and can have an impact on decreasing their performance productivity (Aslam, 2015). Deden Komar Priatna, (2022), Inas Handayani (2020) suggests that work-life balance affects employee performance. Based on this, the hypothesis in this study was obtained as follows:

H1: Work life balance has a positive effect on performance

Burnout Relationship to Performance

Ansley et al. (2021) explained that the stress that workers often experience, makes workers vulnerable to burnout, which has a negative impact on health, performance, commitment and relationships at work. Workers who can manage stress effectively can reduce high levels of burnout and have a positive impact on themselves and their work (Herman et al., 2018). Sneha (2020) suggests that work stress and burnout have a negative impact on performance. Employees with average performance, have levels of stress and burnout in the medium category and employees with the best performance records have stress levels and burnout in the low category. Rehman et al. (2015) explained that burnout and performance have a negative relationship between each other, where when the level of burnout increases, then the quality of performance will decrease. A high level of burnout indicates that employees have insufficient resources to handle the demands of their job effectively. Based on this, the hypothesis in this study was obtained as follows:

H2: The level of burnout has a negative effect on performance

RESEARCH METHODS

Place and time of research

This research was carried out on automotive unit sales employees in the city of Pekanbaru, namely on Toyota, Daihatsu, Honda, Mitsubishi products, which was carried out from March 2022 to June 2022.

Population and Sample

The population in this study is automotive sales unit sales in the city of Pekanbaru. In this study, the sampling technique used is non-probability sampling with purposive sampling technique. The reason for using purposive sampling is that it is expected that the sample to be taken meets the criteria in accordance with the research to be carried out, the number of samples in this study amounted to 100 sales employees.

Data Analysis Techniques

Methods of data collection by observation, interviews, and questionnaires. This research uses quantitative methods, according to Sudaryono (2017: 92) quantitative research is research that uses numbers starting from data collection, interpretation of the data and the appearance of the results, by measuring variables using the Likert's scale grouped with interval scores using 5 categories, namely: Strongly agree (SS) score 5, Agree (S) score 4, Moderately Agree (CS) score 3, Disagree (TS) score 2 and Strongly Disagree (STS) score 1. Furthermore, the analysis of the multiple linear regression method is used using the SPSS program. (Sudaryono, 2017: 355).

RESULTS AND DISCUSSION

Multiple linear regression analysis was used to determine the linear relationship between the independent variable and the dependent variable, and to predict the dependent variable. Here are the results of SPSS output:

Validity Test and Reliability Test

The calculated r value is obtained from the results of SPSS data processing in the column *Corrected Item-Total Correlation* for each statement item on the Work life balance, burnout and performance variables is greater ($>$) than the r_{table} value (0.3), it can be concluded that all statement items are valid. Reliability Test can be explained that the Work Life Balance variable gets a value of Cronbach's Alpha of 0.863 and for the Burnout variable, the value of Cronbach's Alpha of 0.836, while the performance variable obtained a value of Cronbach's Alpha of 0.783 because all variables have a value greater than 0.60, it can be concluded that all variables in this study are reliable or consistent, meaning that all statements can be relied upon.

Normality test

Table 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters	mean	.0000000
	Std. Deviation	3.02476726
Most Extreme Differences	Absolute	.077
	Positive	.077
	negative	-.072
Kolmogorov-Smirnov Z		.614
asympt. Sig. (2-tailed)		.845
a. Test distribution is Normal.		

From the table 2 above, it can be seen that the results of the normality test indicate that the significance value of the Kolmogorov-Smirnov test is 0.845 > from 0.05 with a normal distribution, so the data can be used for further research.

Multicollinearity Test

Table 3. Data Multicollinearity Test

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	31.190	9,623		3,241	.003		
	Burnout	-.314	.142	-.296	-2.220	.034	.982	1.018
	Work_Life_Balance	.655	.149	.585	4.392	.000	.982	1.018

a. Dependent Variable: performance

Based on the table 3 above, the VIF value in the table above shows that the variables in this study do not experience multicollinearity. This is indicated by the VIF value is smaller than 5, while the Tolerance value in the table above shows that all variables in this study do not experience multicollinearity, which is above 0.01.

Multiple Linear Regression Analysis

Table 4. Multiple Regression Test

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	31.190	9,623		3,241	.003
	Burnout	-.314	.142	-.296	-2.220	.034
	Work_Life_Balance	.655	.149	.585	4.392	.000

a. Dependent Variable: Performance

Based on the table 4 above, the multiple linear regression equation is obtained as follows:

$$Y = a + bX_1 + bX_2$$

$$Y = 31,190 + 0.655X_1 + -0.314X_2$$

This equation can be interpreted as follows:

1. Constant of 31,190 means without work life balance and burnout then the performance of employees who are oriented to sales targets in the city of Pekanbaru remains 31,190 units.
2. Regression coefficient value for work life balance of 0.655 indicates the direction of a positive relationship, that is, if work life balance increased by one unit, it will increase the performance of employees who are oriented to sales targets in the city of Pekanbaru by 0.655 units.
3. The regression coefficient value for burnout is -0.314 indicating a negative relationship direction, that is, if burnout increases one unit, it will decrease the performance of employees who are sales target-oriented in Pekanbaru city by -0.314 units.

Partial Hypothesis Test

This test is used to see whether the independent variable has a significant effect on the dependent variable with a significance of 0.05 are:

1. Based on the acquisition value t_{count} work life balance is 4,392 while for t_{table} value is 1,984. it can be concluded that work life balance has a significant effect on sales target-oriented employee performance in the city of Pekanbaru.
2. Based on the acquisition value t_{count} burnout of 2.220 while the value of t_{table} is 1.984. it can be concluded that the burnout variable has a significant effect on sales target-oriented employee performance in the city of Pekanbaru.

Simultaneous Hypothesis Testing (F Test)

Simultaneous test or F test is a joint test to test the effect of variables work life balance and burnout simultaneously on the performance of sales target-oriented employees in the city of Pekanbaru.

Table 5. F_Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	573,523	2	286,762	12,147	.000a
	Residual	755,448	32	23,608		
	Total	1328,971	34			

a. Predictors: (Constant), Work_Life_Balance, Burnout

b. Dependent Variable: Performance

Based on the results of multiple regression from the table 5 above, it shows the value of Sig. $0.00 < 0.05$, at an error rate of 5%. Or the value of F_{count} is 12.147, it can be concluded that work life balance and burnout together have a significant influence on the performance of employees who are oriented to sales targets in the city of Pekanbaru.

The coefficient of determination is used to see the contribution or influence given by the independent variable to the dependent variable.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R	Std. Error of the Estimate
			Square	
1	.657a	.432	.396	4.85878

a. Predictors: (Constant), Work_Life_Balance, Burnout

Based on the table 6 above, the value of R Square of 0.657 or 65.70% which means that the contribution of work life balance and burnout to sales target-oriented employee performance in the city of Pekanbaru is 65.70%.

CONCLUSIONS

From the results of data processing for work life balance and burnout together have a significant effect on performance sales target-oriented employees in the city of Pekanbaru. Relationship direction work life balance against performance sales target-oriented employees in the city of Pekanbaru indicates the direction of a positive relationship, which means that if work life balance is improved, it will also improve the performance of employees who are sales target-oriented in the city of Pekanbaru. Relationship direction burnout against performance sales target-oriented employees in the city of Pekanbaru indicates the direction of the negative relationship, which means that if burnout increased it will reduce the performance of employees who are oriented to sales targets in the city of Pekanbaru. From the research results obtained, the authors provide suggestions that sales target-oriented employees in the city of Pekanbaru are able to manage the balance between work and family needs and are able to manage fatigue at work. The weakness of this research is that the research sample only focuses on sales employees of the automotive unit in Pekanbaru city, for further research it can be developed again for research on other aspects such as sales employees in the field of consumer goods, production employees, or insurance employees.

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