

WORK LIFE BALANCE, BURNOUT, AND JOB CHARACTERISTICS OF WOMEN EMPLOYEES ON JOB SATISFACTION

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ABSTRACT

Job satisfaction is something that all employees who work in an organization want to achieve, so it is necessary to pay attention to the main aspects to achieve job satisfaction. The purpose of this study was to explore work life balance, burnout and job characteristics associated with job satisfaction of female employees at the Center for Food and Drug Administration - Balai Besar Pengawasan Obat dan Makanan (BBPOM) in Pekanbaru City. This study uses a descriptive study with the intention of explaining work life balance, burnout, job characteristics and job satisfaction felt by BBPOM Pekanbaru female employees. Purposive sampling is used to determine the number of samples to be studied. There were 60 female employees of BBPOM in Pekanbaru City who met the characteristics of the sample. Questionnaire data in the form of statements were analyzed descriptively. The results showed that there were still female employees of BBPOM Pekanbaru City who lacked a sense of work life balance and still felt bored at work. The workload at the office piles up plus the burden on household chores that must be completed. As a result of the imbalance of work life and boredom experienced, some employees do not feel satisfied at work. However, in terms of job characteristics, they feel that the work assigned is in accordance with their expertise. This study can be used as input for organizations to achieve job satisfaction for female employees of BBPOM Pekanbaru City by paying attention to work-life balance.

Keywords: *work life balance, burnout, job characteristics, job satisfaction*

INTRODUCTION

The phenomenon of working women is a familiar thing in Indonesia. The absorption of female employees has started to increase from year to year. This is due to formal education, skills and thoroughness which are supporting factors in the world of work. Women do not only work in the domestic sphere but now many are working in the public sphere. Most female employees begin to feel that there are other things that must be considered in achieving job satisfaction. The matter in question is related to personal life that is carried out in daily life. When working, women need social support, partner support, child care, wages/salaries to consider (Scarr et al., 1989).

Women have the right to get job satisfaction through their work. According to equity theory (Adams, 1963), job satisfaction of male and female employees depends on the ratio

between the inputs invested and the results received in their work. Employees are satisfied when what they receive is proportional to what they give to the organization. There is no significant difference in job satisfaction experienced by men or women in China, but it is demographic factors and the work itself (incentives and working hours) that significantly result in job satisfaction and the achievement of work life balance (Liu et al., 2021). In line with Huseman & Hatfield (1990), states that employees will feel satisfaction if what is received is in accordance with what is given to the organization. However, when the results do not match what is given to the organization it will cause job dissatisfaction (Pritchard, 1969). The study by Poghosyan et al., (2022) states that female nurses have lower job satisfaction than male nurses. women continue to experience gender inequality & discrimination in the workplace resulting in dissatisfaction at work (Zeitlberger et al., 2022). There are inconsistencies in several previous studies with equity theory regarding job satisfaction, although there is also research that is in line with equity theory.

The problem of women's dissatisfaction at work is often triggered by an imbalance in the arrangement between personal life and work which can create a dilemma for women (Yadav & Dabhade, 2014). Most female employees begin to feel that there are other things that must be considered in achieving job satisfaction. The matter in question is related to personal life that is carried out in daily life. Many female employees experience the problem of how to achieve work life balance and maintain it. The high demands of work and household increase the stress of female employees (Lazar et al., 2010; Mukhopadhyay, 2022). According Delecta. P (2011), work-life balance is a person's ability to fulfill duties at work and remain committed to the family, and be responsible for other jobs. Work life balance can increase job satisfaction (Lazar et al., 2010). Border Theory offers to achieve the expected life balance, individuals need to organize and negotiate between the work and family spheres, and make time management the key to achieving balance in life.

The indicators to measure work-life balance consist of time balance, involvement balance and satisfaction balance. Time balance refers to the amount of time that can be given by individuals, both for work and for things outside of work. Involvement balance refers to the amount or level of psychological involvement and commitment of an individual in his work or in matters outside of work. The satisfaction balance refers to the total level of satisfaction of an individual with his work activities and matters outside of work (McDonald et al., 2005).

Work life balance is positively related to work and life satisfaction (Haar et al., 2014). There is no significant difference in the work life balance of men or women (Liu et al., 2021). The results of the study show that work-life balance has a positive effect on job satisfaction,

while emotional exhaustion can reduce job satisfaction (Sihaloho & Indawati, 2021). Overall, providing support for work life balance is very beneficial for employees (Haar et al., 2014). The application of work-life balance practices is not only for the employees themselves, but also for families, organizations and communities (Lazar et al., 2010).

Another challenge to realizing job satisfaction is burnout. All fields of work have a risk of burnout. Burnout is generally defined as a triad of emotional exhaustion, depersonalization or cynicism and feelings of diminished personal achievement in the work environment (Maslach & Jackson, 1981). Female employees often feel burnout at work because they have a dual role as a housewife and as a worker and have more duties and responsibilities. Women continue to shoulder and dominate household chores and are responsible for raising children. Women's participation continues to increase in full-day household chores (Lyonette & Crompton, 2015). If job demands are not met, it can cause emotional exhaustion (Demerouti et al., 2001).

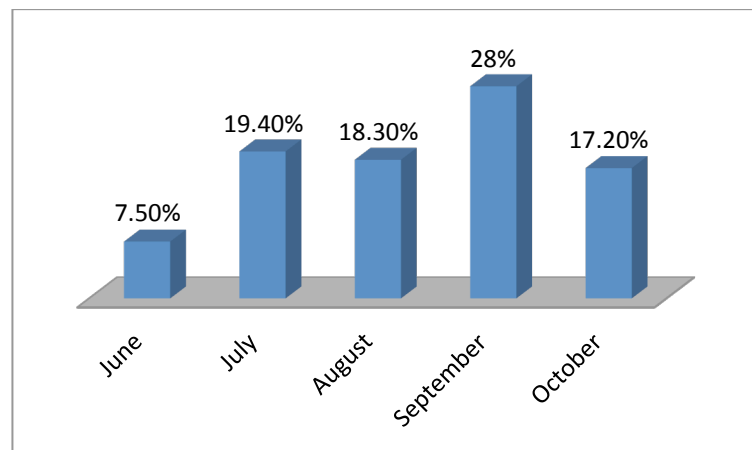
Family conflict is positively related to burnout (Khamndiniyati, 2019) and family support can reduce burnout (Gupta & Srivastava, 2021). On the other hand, Kandolin (1993) found that female worker burnout had nothing to do with family demands. There seems to be an inconsistency in research. For women, the home is a source of free work, while for men it is a place to rest from work fatigue (Wheatley, 2013). Burnout is a cause of job satisfaction which results in decreased work life balance (Shanafelt et al., 2015). Study Shanafelt et al., (2019) states that ordinary employees have less fatigue than doctors. This study shows that work fatigue is seen from the work done regardless of gender.

Another variable that can increase job satisfaction is job characteristics. Job satisfaction as a function of job characteristics. Job satisfaction is positively related to job characteristics (Mahoney et al., 2020). For employees, if they do work with the characteristics they expect, it will certainly affect satisfaction at work.

Job satisfaction explained through equity theory sees job satisfaction from the ratio between the results received and the inputs that have been invested. This theory is supported by Huseman & Hatfield (1990). However, several researchers, Poghosyan et al., (2022), Zeitlberger et al., (2022) identified different job satisfaction between men and women. There is a gap between equity theory and previous research. The equity theory states that job satisfaction is based on remuneration received regardless of gender differences. It is necessary to examine more deeply to find out the factors of women achieving job satisfaction through work life balance, burn out and the characteristics of the work that women face.

This research was conducted at the Pekanbaru Drug and Food Control Center (BBPOM). BBPOM Pekanbaru is a government agency that has the authority to oversee the distribution of food and drug products, and has the task of implementing policies in the field of supervision of therapeutic products, narcotics, psychotropic and addictive substances, traditional medicines, cosmetics, complementary products as well as food products and hazardous materials in Pekanbaru. BBPOM Pekanbaru has more female employees than male employees.

Based on observations made at BBPOM Pekanbaru, almost 80% of female employees are married and have worked for more than 2 years. This means that more than half of female employees have a dual role, namely as a wife or working mother. The existence of these dual roles, often makes it difficult for them to create a work life balance in their life. This phenomenon can be seen in the image of employee delays as follows:



Figur 1. Percentage of Delay for Female Employees at the Pekanbaru BPOM Center
Source: BBPOM staff in Pekanbaru

Figure 1 explains that for five consecutive months there are always female employees who are late. In September, female employees who were late reached 28%. Based on the results of the pre-survey, it was shown that the delay occurred because BBPOM Pekanbaru female employees first carried out their duties as housewives, such as taking care of their children and husband and personal matters before going to work. This resulted in the female employee being less than optimal at work and finding it difficult to divide her time between work, family and other personal matters. Thus triggering life conflicts at work and family, reduced time for husband and children, even ignoring self-interests because they prioritize work and family interests. Lazar et al., (2010) stated that work life balance can reduce absenteeism and tardiness at work.

The number of female employees is more than male at BBPOM Pekanbaru. Some of them occupy structural and functional positions. There are many demands for work that they have to do with the specified deadline so that it goes beyond office hours and sometimes late at night, especially when the service is out of the area. This causes these female employees to not have efficient time for their families. Plus the characteristics of the work that requires special expertise in its completion.

Job characteristics are the nature of the task which includes responsibility, various kinds of tasks, and the level of satisfaction obtained from the work itself. The Pekanbaru BPOM Agency has the task of implementing policies in the field of supervision of therapeutic products, narcotics, psychotropic and addictive substances, traditional medicines, cosmetics, complementary products as well as food products and hazardous substances.

There is a monotonous work routine at the Pekanbaru BPOM Center, at one time it will definitely reach the point of saturation and boredom. Job dissatisfaction is caused by repetitive work so that employee interest and work energy decrease. Not to mention if they compare their work with their co-workers. Comparing workload with colleagues significantly influences their perceptions of work life balance and job satisfaction (Inegbedion et al., 2020). This can reduce work productivity, and also decrease job satisfaction.

Realizing this, the BPOM Pekanbaru Center feels the need to pay attention to the job satisfaction of female employees, job characteristics, and strive to improve work-life balance and avoid burnout. Based on this description, this study wants to reveal descriptively how work life balance, burnout, job characteristics and job satisfaction of female BPOM Pekanbaru employees.

METHODS

This study uses a descriptive study, namely research that designs data that describes the characteristics of people, events, or situations and also requires the collection of qualitative information (Sekaran & Bougie, 2017). According to Sugiyono, the descriptive method is used to explore the situation under study thoroughly, broadly and deeply (Sugiyono, 2010). The research was carried out at the BBPOM in Pekanbaru, which has the task of implementing policies in the field of food and drug administration in the Pekanbaru area. The types of data used are primary data and secondary data. Primary data, namely data sources obtained directly from data collectors, while secondary data, namely research data obtained is not directly related to providing data to data collectors (Sugiyono, 2010). The population in this study is that all female employees at the BBPOM in Pekanbaru are 75 respondent.

The sampling technique used is purposive sampling with the intention of taking samples based on certain criteria and considerations. The sample criteria required by the researcher are, first, female employees with permanent working status on the grounds that all employment regulations have been clear from the government. Second, working at BBPOM Pekanbaru with a minimum working period of 2 years, meaning that they already have work experience and can provide information related to perceived work experience. Third, already married with a dual role. Based on these criteria, 60 female employees were obtained. Data collection techniques in this study were carried out by distributing questionnaires and directly interviewing the research analysis unit.

Research indicators are used as a starting point for compiling instrument items in the form of statements. The answer to each instrument item uses a Likert scale which has a gradation from very positive to negative. The data scale of strongly agree is 5, agree (4), mediocre (3), disagree (2), and strongly disagree (1). The use of this Likert scale is to make it easier for respondents to choose statements that are in accordance with their attitudes with the same measuring instrument. The disadvantage is that it can only measure instruments that have been determined. For this reason, open interviews were conducted in each unit of analysis with the aim of perfecting and adding information that was not contained in the questionnaire items.

RESULT AND DISCUSSION

Description of Respondent Characteristics

Respondent characteristics are an integral part of the variables studied. Identifying the characteristics of respondents is an important step in research. By knowing the characteristics of the right respondents, researchers can ensure that the sample used can properly represent the population to be studied. The characteristics of the respondents are also used to analyze the research results. Researchers can ensure that research results can be generalized to the population studied and obtain useful information. Based on the research results that have been obtained, the characteristics of the respondents can be presented as follows:

Age

Age is one of the demographic characteristics that is often considered in research. To find out the characteristics of respondents based on age can be seen in Figure 2 below.

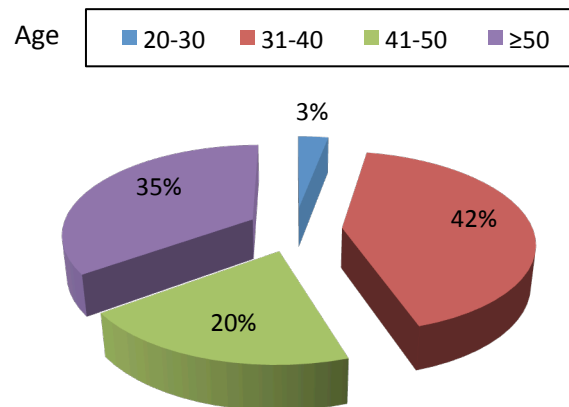


Figure 2. Characteristics of Respondents by Age
Source: Primary data processed

Based on Figure 2, it explains that the respondents are dominated by adults, namely 31-40 years (42%), ages 50 and over (35%) and 41-50 years (20%). The least respondent group is the 20-30 year old age category of 3%. Age can affect a person's level of maturity so that this can determine his behavior and way of thinking in taking actions and decisions. Age can also be important because it can affect how a person experiences a phenomenon or event. Adults in making decisions are full of consideration and wiser than younger ages. In adulthood there is a phase of adjustment to new life patterns and social expectations. Adult humans adopt new and evolving attitudes and bring new values to new tasks. Adults are also expected to be able to adjust independently (Hurlock, 2004). If a human being is mature in controlling his emotions, then that person can also think maturely, well and objectively (Chaplin, 2009).

Education

Respondent's education can affect research results, especially if the research aims to evaluate knowledge or skills learned through formal education. Based on the results of the research and the data obtained, the characteristics of the respondents based on education are presented. Respondents who tend to be educated can adjust research questions. This helps avoid bias in research results and ensures that the results obtained can be interpreted appropriately.

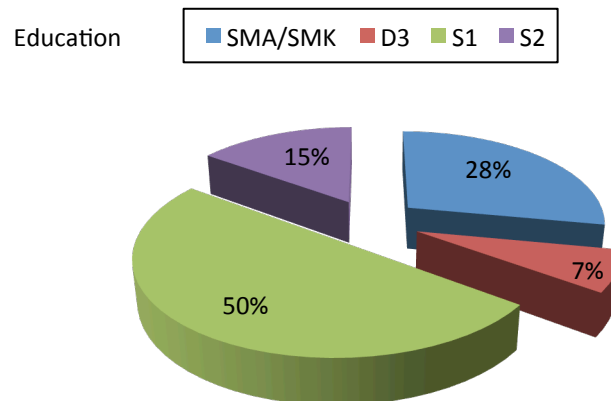


Figure 3. Characteristics of Respondents Based on Education
Source: Primary data processed

Based on Figure 3, 50% of the research respondents were dominated by Bachelor's degree. Meanwhile, respondents with the least D3 level of education, namely only 7%. It was concluded that BBPOM through the Indonesian government's policy in recruiting workers prioritizes undergraduate science education. This means that BBPOM requires employees with skills and higher education in carrying out their duties. Some of BBPOM's tasks are carrying out product certification and production facilities/facilities and/or distribution of drugs and food, carrying out drug and food sampling, carrying out drug and food testing and other technical tasks that require special expertise.

Length of Work

Length of work is the amount of time that has been passed by a person in a particular job or position. The next figure explains the characteristics of respondents based on length of work. Can be seen in Figure 4 below.

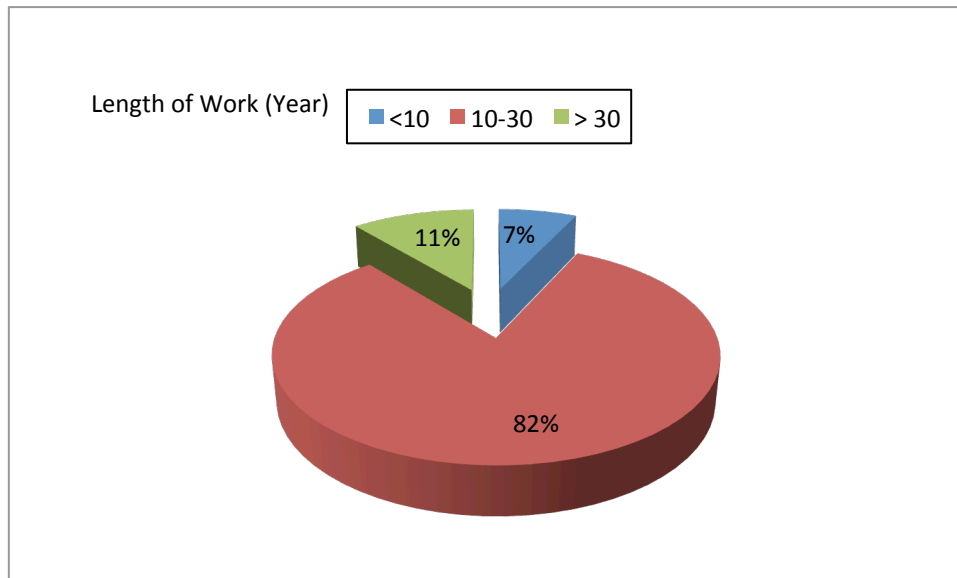


Figure 4. Characteristics of Respondents Based on Length of Work

Source: Primary data processed

Figure 5 describes that the respondents who work range from 10-30 years are 82% and the least are respondents who work under 10 years, around 11%. This means that in this study most of the respondents had served and worked for a long time at the agency. In addition, the respondents also had quite a long experience in carrying out the task.

Descriptive Analysis

Descriptive analysis in this study aims to describe the research variables used. The things described are the number of research respondents both in the form of numbers and percentages of research items. The items contained in the research variables used in the research are as follows.

Work Life Balance Description

Many female employees experience problems with how to balance work and personal life, and are unable to maintain and maintain a balance between work and life outside of work. Women continue to shoulder and dominate household chores and are responsible for raising children despite the increasing participation of women in full day work (Lyonette & Crompton, 2015).

Respondents who agreed were 56% on the statement of the ease of dividing their time in doing work between office tasks and personal tasks, while the statement disagreed was 3.3%. This condition indicates that some respondents still feel an imbalance in carrying out work life and individual life. Respondents stated that they did not have a household assistant, so all

household chores were handled by themselves, moreover some employees had young children and needed great attention from their parents. After working one day at the office, you are again faced with a lot of household tasks.

Statements about having enough time with family after work were dominated by 66% agreed responses. While there are still respondents who feel they do not agree with this statement by 10%. Respondents felt that time with their family was taken up because after working at the office, employees felt tired and did not have time to play with their children at night. The risks faced by female employees are the abandonment of the family (husband and children), the draining of energy and thoughts and the difficulty in dealing with role and position conflicts as housewives because of the large amount of time spent outside the home or office. However, in general, respondents are excited when they return home with office work that can be completed properly.

Number of children, specialization, professional title, monthly income, age, working hours are significantly related to work life balance (Liu et al., 2021). Work life balance is also sometimes not achieved because there are some personal interests that are carried out first. Even though work life balance can improve physical and mental health (Lazar et al., 2010). Border Theory (Clark, 2000) describes how a person manages and negotiates between the work and family environment in order to achieve the expected balance. This theory describes the ability to complete work by negotiating in a good work environment with colleagues, leaders and subordinates. Furthermore, household chores can also be negotiated with the family so that a work-life balance is achieved.

Burnout Description

Burnout can be defined as a triad of emotional exhaustion, depersonalization/cynicism and feelings of reduced personal efficacy or achievement in the context of the work environment (Maslach & Jackson, 1981). This arises due to a sense of distrust of oneself, lack of self-motivation, emotional and excessive physical fatigue experienced by an individual or employee in carrying out his work. Female employees often feel burnout at work because they have a dual role as a housewife and as a worker, having more duties and responsibilities.

Based on the statement made in the field, after working all day, the respondent felt tired and had body aches. This statement was approved by 48.3%, while only 5% did not feel fatigue and body aches. Respondents also felt displaced at the end of the job, which was 38.4%. However, more than 50% felt less displaced at the end of the job. The work that is done is also

sometimes emotionally draining due to clashes with colleagues or with leaders. If job demands are not met, it can lead to emotional exhaustion (Demerouti et al., 2001). Unavoidable, sometimes boredom also appears at work. In line with research Khamndiniyati (2019) which states that the most dominant symptoms of burnout are irritability, bored easily and feeling lethargic when waking up in the morning. Approved responses to this statement were 8.4%, while responses that did not agree reached 68.3% and did not agree at all were 23.3%. This means that only a small portion feels bored with the work being done.

Feeling cynical easily with colleagues when work has not been completed properly is felt by respondents (10%). This describes that when work assignments do not meet expectations, sometimes a feeling of disappointment arises and has an impact on colleagues. Sometimes respondents are easily suspicious and think negatively of colleagues and even feel pessimistic about achieving achievements. This statement was only approved by 1.7% of respondents. Difficulties in dealing with work were not felt by most of the respondents. Only 3.3% felt difficulties in dealing with work. This is because there are new tasks and have not been trained in completing them, while the work must be completed on time.

Excessive saturation of employees can reduce job satisfaction and have a negative impact on the company. To avoid this, companies need to evaluate and find solutions to reduce employee burnout. Building motivation, strengthening relationships between employees and even looking for free time to gather together are part of the solution to solving the boredom felt by employees.

Job Characteristic Description.

Job characteristics are the implementation of employee duties which include authority, responsibility and tasks that must be carried out, and also increase the satisfaction that individuals get from the characteristics of the job in question. Job characteristics are a function of job satisfaction (Mahoney et al., 2020). Some jobs require high skills and others low skill levels. Job characteristics can also be seen from the level of responsibility, stress, and flexibility

Based on the data obtained, respondents disagreed with the job statement given which was very challenging and interesting by 3.3%. Most stated that they strongly agreed that their work was challenging and interesting. Respondents also stated that the tasks given were in accordance with their skills. The organization where the respondent works does recruit according to their area of expertise, because this organization requires specific expertise in completing their tasks. So far, almost all respondents felt that they were given freedom of

opinion. Responsibilities given by the leadership to respondents are always considered beforehand, good or bad. This statement received support reaching 93.3%. However, 6.7% did not feel that way and 5% received less information about working conditions, and even felt that there was a lack of evaluation from superiors. This resulted in disruption of the smooth running of the task. Agencies do not explain clearly about the tasks carried out. This statement is supported by 3.7% of respondents. There were even respondents who felt that their duties did not contribute to the organization by 1.7%. This condition is due to the monotonous work that has been done repeatedly and there is no challenge. Agencies need to further explore the capabilities of these female employees and provide space to apply the skills they have autonomously. This can affect job satisfaction. Employees feel motivated by being independent in making decisions and being more productive.

Job characteristics are key attributes of a job that can affect job satisfaction. There are tasks and responsibilities that must be completed independently and autonomously in decision making. Employers should structure work to provide greater autonomy, which will result in higher job satisfaction and less fatigue (Mahoney et al., 2020).

Job Satisfaction Description

Through a survey conducted by distributing questionnaires, 5% of respondents stated that they sometimes lack enthusiasm at work because of fatigue. Energy has been drained to complete domestic works. Carrying out tasks on time is also occasionally not fulfilled. This statement is supported by 11.7% of respondents. The awards received for work performance were unsatisfactory for 10% of respondents. Huseman & Hatfield (1990), states that employees will feel satisfaction if something received is in line with what has been given to the organization. Overall, respondents agree that they can finish the job well and work seriously. The interview results explained that sometimes employees feel reluctant to express dissatisfaction at work because they are reluctant to be labeled as ungrateful. An important part of job satisfaction is the mental and physical well-being of a person.

Based on the things that have been described, there are differences in the theory of equity presented by Adams (1963) with previous research. That the job satisfaction of both male and female employees depends on the ratio between the results received and the input invested in their work. equity theory only views that job satisfaction is obtained if the remuneration provided by the company is in accordance with what is received by employees. Everyone will compare his work with the work produced by others. This comparison behavior will affect their thoughts and

feelings about the rewards they will receive, whether the rewards are in accordance with the output they produce. Liu et al (2021) stated that demographic factors, incentives and working hours have a significant effect on job satisfaction, while gender has no effect on job satisfaction.

This study explains the need for a balance between home and work life in order to achieve job satisfaction. Women in carrying out their work expect social support, spousal support, child care and incentives that also need consideration (Scarr et al., 1989). Job satisfaction can affect a person's level of motivation, performance, and productivity. Job satisfaction also helps a person feel more connected to his job and is better able to manage stress at work. For working women, job satisfaction has several factors that are different from men's job satisfaction. Women are more concerned with the balance between work and family, flexibility in working hours, and opportunities to continue learning and developing in the workplace.

CONCLUSIONS

This study reveals several aspects that need to be considered so that female employees feel satisfied at work. Work life balance is one aspect that determines the level of job satisfaction. The dual role of women results in a lot of work that must be completed, both work at the office and work at home which is piling up. Office work can be completed by negotiating with the work environment such as leaders, colleagues and subordinates. In negotiating, of course, neither party is harmed, but they help each other in completing the work. Negotiations can also be carried out with spouses or households so that household chores do not pile up and can be completed properly.

Another aspect for achieving job satisfaction is the characteristics of the work performed and the low level of burnout felt by BPOM female employees in Pekanbaru City. The descriptive study explains that BBPOM Pekanbaru female employees have not fully experienced work life balance, and there is still burnout experienced by female employees. Burnout occurs due to loss of self-motivation, lack of self-confidence, uncontrolled emotions, excessive physical fatigue which is also caused by the dual roles of women. To prevent employee burnout, you need to provide space for yourself in thinking, acting and behaving. In addition, it needs support from the agency where it works and family support, especially spouses.

In order to the aspect of job characteristics, the results of the study show that most of them have job expertise with the skills possessed by female BBPOM Pekanbaru City employees. The work faced by these female employees can be completed properly. This is also supported by education that is linear with employee jobs. This study also recommends that BBPOM Pekanbaru

pay attention to the job satisfaction of female employees through work life balance, burnout and job characteristics.

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