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**THE EFFECT OF QUALITY WORK LIFE, EMPLOYEE BURNOUT,  
AND WORKLOAD ON WORK-LIFE BALANCE OF WORK FROM  
HOME EMPLOYEES IN SURABAYA**

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**Abstract**

Received: 05 April 2022  
Revised : 15 April 2022  
Accepted: 18 April 2022

Since the Covid-19 pandemic hit diverse international locations within the global, the coverage of operating from domestic or work at home (WFH) has come to be the selection of many parties, such as in Indonesia. Working from domestic can also additionally revel in a few obstacles, inclusive of our consciousness could be divided among homework and lots of workplace paintings that has piled up. This stability is likewise encouraged through numerous different elements, such as high-satisfactory of labor lifestyles, worker burnout, and workload. This have a look at objectives to show and examine the impact of the variables of high-satisfactory paintings lifestyles, worker burnout, and workload at the paintings-lifestyles stability of personnel operating from domestic. The approach used is a quantitative approach and explanatory studies as form of studies. The populace used purposive sampling, particularly Surabaya City personnel who're currently/have accomplished work at home with a pattern of a hundred people. Data evaluation makes use of SmartPLS three to degree the outer model, internal model, and speculation testing. The effects confirmed (1) Quality Work Life had a extensive impact on Work-Life Balance, (2) Employee Burnout had a extensive impact on Work-Life Balance, and (3) Workload had a extensive impact on Work-Life Balance.

**Keyword:** Work-life balance; work from home.

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**INTRODUCTION**

Work Work from home for industry 4.0 is an interest that offers employees a idea of faraway operating or operating without coming to the workplace. During a pandemic, work at home sports also are beneficial for decreasing the unfold of the Covid-19 virus

due to the fact the extent of face-to-face touch may be prevented among every worker. There are numerous benefits in operating from domestic sports. First, it does not no longer require the time and distance from the worker's domestic to the workplace in order that the worker's staff may be maximally used to do enterprise tasks. Second, the company can maximize the achievement of its human sources through choosing employees who meet the abilities from diverse areas while not having to incur transportation and lodging expenses for their employees. This means that it's miles feasible that there's no distance restrict among the company and its employees. Third, in phrases of operational expenses the company also can be greater efficient, as an instance the fee of renting workplace space, energy expenses, and different expenses that get up whilst all employees work withinside the workplace.

One of the affects felt through employees is balancing work and private lifestyles. In doing the work accomplished at domestic, of course, there could be many distractions, specifically for employees who have already got households, wherein the awareness of personnel is an increasing number of divided. The stability among work and private lifestyles this is pushed through mental wishes is referred to as work-life balance.

Factors which are tied to employees and companies that work at home as a way to satisfy authorities directives however nonetheless purpose on the enterprise's imaginative and prescient and venture and positive targets, amongst others, are the primary high-satisfactory of labor lifestyles or high-satisfactory of labor lifestyles that's a variable approximately the high-satisfactory of the surroundings paintings or paintings weather associated with accomplishing enterprise targets. The fundamental goal of an powerful high-satisfactory of labor lifestyles is to enhance operating situations, specifically from the angle of people and organizational achievement primarily based totally on a control angle.

Second, employee burnout, that's a circumstance wherein the physical, emotional, and intellectual situations of employees are depressed through the work scenario and introduced to their personal life at the same time as working from home withinside the lengthy term. The trouble of immoderate workload is one of the elements of labor that reasons burnout.

Third, workload or workload that's the quality and quantity of work supplied through the enterprise to employees. The burden may be withinside the shape of a bodily burden or a intellectual burden. Physical burden may be visible from how tons personnel use their bodily strength, at the same time as intellectual workload may be visible from how tons intellectual interest is wanted to bear in mind matters which are needed, concentrate, detect problems, overcome sudden occasions and make selections quick associated with the task and the volume of the individual's degree of know-how and work performance.

## LITERATURE REVIEW

### Work-Life Balance

Work-life balance essentially has an essential feature for each worker, it objectives to make sure that employees have a balanced high-satisfactory of lifestyles among work and private lifestyles. Here, efforts that may be made to enhance work-life balance are the availability of gifts, centers at paintings locations, medical insurance for households and clean go away coverage policies (Ramadhani, 2012).

According to Fisher, work-life balance is primarily based totally on four predominant dimensions, particularly: (1) Work Interference with Personal Life (WIPL), this factor is primarily based totally at the volume to which individual work can intrude with lifestyles out of doors of labor or private lifestyles, (2) Personal Life Interference with Work (PLIW), This factor is primarily based totally at the volume to which an

individual's private lifestyles interferes with an individual's work life, (3) Personal Life Enhancement of Work (PLEW), This factor refers to how some distance an individual's lifestyles can growth their productiveness withinside the global of labor, (4) Work Enhancement of Personal Life (WEPL), this factor emphasizes the volume to which an individual's global of labor can enhance the high-satisfactory of lifestyles out of doors of labor or an man or woman's private lifestyles (Fisher et al., 2009). There are signs that may have an effect on an worker's work-life balance , particularly: (1) Time and (2) Action Plan (McDonald & Bradley, 2005:3).

### **Quality Work Life**

Quality of work life reveals the significance of recognize for human beings of their work surroundings. Thus, the essential position of high-satisfactory of labor lifestyles is to alternate the organizational weather in order that technically and humanly it results in a higher quality of work life. Quality of work life formulates that each coverage manner determined through the enterprise is a reaction to what the desires and expectancies in their personnel are, that is found out through sharing troubles and uniting their views (company and employees) into the identical goal, particularly enhancing employee performance. and agencies (Luthans et al., 2021:123). Based at the idea to degree the quality work life variable, the signs used are (1) sense of belonging, (2) employee living space, (3) compensation, and (4) working situations (Drafke & Kossen, 2002:385).

### **Employee Burnout**

Burnout is a symptom of physical, emotional, mindset and conduct exhaustion, feelings of self-dissatisfaction and distrust of self-capacity and shortage of choice for personal fulfillment arising from prolonged paintings stress, a reaction to conditions that accompany a person even as dealing with stress and is a response from interpersonal stressors in profession. Burnout may have a poor effect on people and agencies, such as inflicting low or reduced worker task performance (Hayati & Fitria, 2018). Based at the idea to measure worker burnout, the signs used are (1) physical exhaustion and (2) emotional exhaustion (Greenberg, 2008:39).

### **Workload**

Workload is a poor circumstance that arises because of immoderate roles, too aggressive surroundings, work that exceeds its responsibilities that can alternate the feelings of employees and is proven through modifications in conduct inclusive of delaying work, problem operating together, now no longer complying with regulations (Pradana & Salehudin, 2015). Based at the idea to degree the workload variable, the signs used are (1) the load of time, (2) the weight of intellectual effort, and (3) the weight of mental pressure (Tarwaka, 2014:131).

Based on previous research, there are variable equations used in this examine. The theoretical framework of this research is:

### **H1: Quality of work life has a significant effect on work-life balance for employees who work from home**

Quality of work life affects work-life balance. The influence of work life provided by the company affects the balance of personal life and work life because the company's strategies in dealing with work from home are new and employees must adapt quickly. Based on previous research conducted by Gracia (Gracia, 2018) and research by Bhende (Bhende et al., 2020), although previous research did not include the work from home factor, the results showed that the quality of work life had an effect on work-life balance under any working conditions.

### **H2: Employee burnout has a significant effect on work-life balance for employees who work from home**

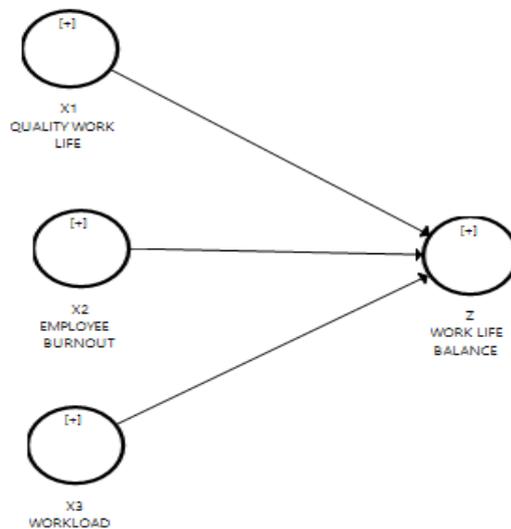
Employee burnout has an effect on work-life balance. The effect of employee fatigue in doing work from home causes employees to find it difficult to balance work life and work life. The concentration of employees will be increasingly difficult because

working at home causes a big distraction for employees and causes fatigue, especially for employees who are already married. Based on previous research conducted by Arrozak (Arrozak, 2017) which showed the influence between these two variables.

**H3: Workload has a significant effect on work-life balance for employees who work from home**

Workload affects work-life balance. The effect of this workload in doing work from home causes employees to feel too much workload in working from home conditions and it is difficult to balance their personal life and work life. Likewise, the burden of adapting to new technologies to support their performance at home. This research is in line with previous research conducted by Shamsuddin (Shamsuddin et al., 2018) and Omar's research (Omar et al., 2015). This shows that the workload affects the balance of personal life and work life of employees.

**RESEARCH METHOD**



This kind of studies is quantitative which emphasizes numerical statistics processed the usage of statistics. The layout used is a causal layout primarily based totally at the troubles on this examine, that's withinside the shape of a causal courting among or greater variables. The statistics acquired got here from dispensing questionnaires to respondents. Data analysis used structural equation modeling (SEM) utilizing the partial least square (PLS) technique. Data analysis examines the measurement and inner model using smartPLS software version 3.

**Population and Sample**

The population in this study are employees who work from home, and the sample used is purposive sampling, namely employees in the city of Surabaya who are currently and/or have done work from home activities and are already married. In this study, 100 samples were used.

**Collecting Data Technique**

This observe uses a statistics series method in the form of a survey with a questionnaire method. Questionnaires are some of written questions which can be

used to achieve data from respondents withinside the feel of stories approximately themselves, or matters they know. The statistics series method changed into accomplished via way of means of giving written inquiries to respondents by google form to be replied and analyzed the usage of a Likert scale (1-5).

## HASIL DAN PEMBAHASAN

### A. Hasil Penelitian

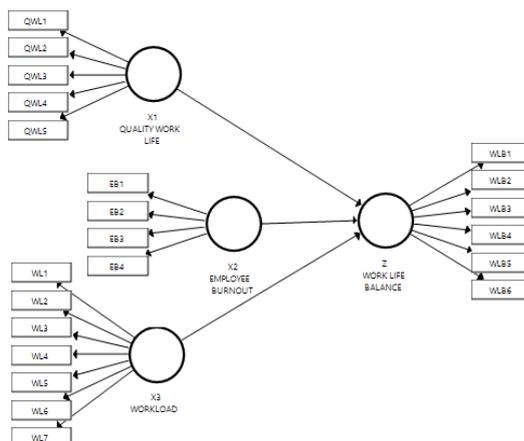
#### Research Respondents

This section describes respondents into several categories, namely categories of gender, age, and years of service.

**Table 1 Respondent Profile**

<b>Gender</b>	<b>Amount</b>	<b>Percentage</b>
Man	68	68%
Woman	32	32%
Total	100	100%
<b>Age</b>	<b>Amount</b>	<b>Percentage</b>
23 -< 30 y.o	33	33%
30 -< 40 y.o	16	16%
>40 y.o	51	51%
Total	100	100%
<b>Years of service</b>	<b>Amount</b>	<b>Percentage</b>
1 -< 10 years	47	47%
10 -< 20 years	19	19%
>20 years	34	34%
Total	100	100%

### Statistical Data Analysis (Outer Model)



Testing the validity of the reflective signs makes use of the correlation among object ratings and assemble ratings. Measurements with reflective indicators suggest a extrade in a single indicator in a construct if different indicators in the identical construct extrade (or are eliminated from the version). Reflective indicators are appropriate for measuring perception, so this observe makes use of reflective indicators.

An indicator is asserted legitimate if it has a loading factor above 0.5 for the supposed construct. The SmartPLS output for the loading factor offers the subsequent effects:

**Table 2 Outer Loading**

	QUALITY WORK LIFE	EMPLOYEE BURNOUT	WORKLOAD	WORK-LIFE BALANCE
EB1		0,757		
EB2		0,830		
EB3		0,844		
EB4		0,815		
QWL1	0,845			
QWL2	0,851			
QWL3	0,917			
QWL4	0,852			
QWL5	0,847			
WL1			0,917	
WL2			0,796	
WL3			0,821	
WL4			0,755	
WL5			0,923	
WL6			0,829	
WL7			0,895	
WLB1				0,866
WLB2				0,870
WLB3				0,749

	QUALITY WORK LIFE	EMPLOYEE BURNOUT	WORKLOAD	WORK-LIFE BALANCE
WLB4				0,716
WLB5				0,839
WLB6				0,806

The table above suggests that every one variables have a loading factor with a value above the encouraged value of 0.5. The smallest value is 0.716 for the WLB4 indicator. It way that the indicators used on this observe are legitimate or have met convergent validity.

**Table 3 Square Average Variance Extracted**

	Square Root AVE
Quality Work Life	0,745
Employee Burnout	0,660
Workload	0,723
Work-Life Balance	0,656

Another method used is to look at the average variance extracted (AVE) value. The recommended value is above 0.5. The table above shows that all constructs have AVE values above 0.5; Likewise, the square root value of the AVE gets a value of more than 0.5 so that it meets a good standard of validity test

**Table 4 Composite Reliability and Cronbach's Alpha**

	Cronbach's Alpha	Composite Reliability
Quality Work Life	0,914	0,936
Employee Burnout	0,828	0,886
Workload	0,935	0,948
Work-Life Balance	0,894	0,919

The table above suggests that the composite reliability value for all constructs is above 0.7 which shows that all constructs withinside the expected model meet the discriminant validity criteria. The encouraged value for Cronbach's alpha is above 0.6 and the table above indicates that the Cronbach's Alpha value for all constructs is above 0.6, which means that it indicates suitable conditions.

### Structural Model Testing (Inner Model)

**Table 5 R Square**

	R Square
Quality Work Life	
Employee Burnout	
Workload	

<b>Work-Life Balance</b>	0,886
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The table above gives the value of R2 0.886 to construct Work-Life Balance, which means that Quality Work Life, Employee Burnout and Workload capable of explaining the variance Work-Life Balance amounted to 88.6%.

**Table 6 Construct Crossvalidated Commuality**

	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<b>Quality Work Life</b>	0,610
<b>Employee Burnout</b>	0,426
<b>Workload</b>	0,629
<b>Work-Life Balance</b>	0,516

Value Q<sup>2</sup> test structural models made by looking at the value of Q<sup>2</sup> (predictive relevance). To calculate Q<sup>2</sup> can be used the formula:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0,886^2)$$

$$Q^2 = 1 - 0,216$$

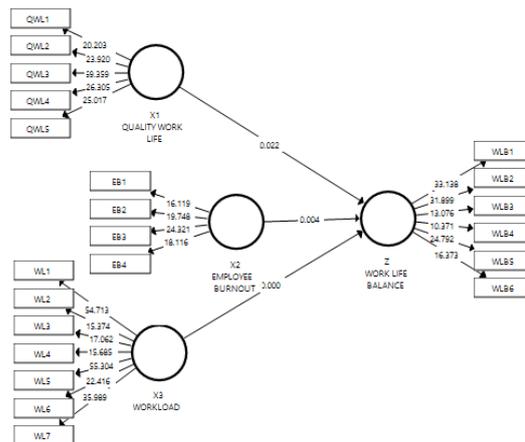
$$Q^2 = 0,784$$

The outcomes of the calculation of Q<sup>2</sup> show that the value of Q<sup>2</sup> = 0.784. Value Q<sup>2</sup> may be used to measure how properly the determined values generated through the model and estimation parameter. Value Q<sup>2</sup> is more than 0 (zero) shows that the model is stated to be suitable enough, even as the value of Q<sup>2</sup> is much less than 0 (zero) shows that the model lacks predictive relevance (Ghozali, 2006:20). In our model, construct or endogenous latent variable has a value of Q<sup>2</sup> more than 0 (zero) in order that anticipated through the model had been appeared as relevant.

**Table 7 F Square**

	<b>QUALITY WORK LIFE</b>	<b>EMPLOYEE BURNOUT</b>	<b>WORKLOAD</b>	<b>WORK-LIFE BALANCE</b>
<b>QWL</b>				0,053
<b>EB</b>				0,134
<b>WL</b>				2,249
<b>WLB</b>				

Cohen provides a reference for the magnitude of the effect, namely f = 0.1 for a small effect size, f = 0.25 for medium, and f = 0.4 for large (Cohen et al., 2013:113). Based on these criteria, at the structural level it can be stated as follows: (1) The effect of quality work life on work-life balance is 0.053 (small); (2) The effect of employee burnout on work-life balance is 0.134 (small); and (3) The effect of workload on work-life balance is 2,249 (large).



**Table 8 Path Analysis**

	Original Sample (O)	T Statistics ( O/STERR )	P Value	Sig/Non Sig
X1_QWL -> Z_WLB	-0,152	2,297	0,022	Significant
X2_EB -> Z_WLB	0,284	2,896	0,004	Significant
X3_WL -> Z_WLB	0,815	10,224	0,000	Significant

The results of the analysis in the table above show that first, Quality Work Life has an effect of -0.152 on Work-Life Balance . TStatistic obtained is 2.297 and P value is 0.022 ( $p \leq 1.96$ ). The results of the second analysis, Employee Burnout has an effect of 0.284 on Work-Life Balance . TStatistic obtained is 2.896 and P value is 0.014 ( $p \leq 1.96$ ). The results of the third analysis, Workload has an effect of 0.815 on Work-Life Balance . TStatistic obtained is 10.224 and P value is 0.000 ( $p \leq 1.96$ ).

**B. Discussion**

Quality Work Life has an effect of -0.152 on Work-Life Balance . TStatistic obtained is 2.297 and P value is 0.022 ( $p \leq 1.96$ ). Based on the results of hypothesis testing using SmartPLS, it gives an output that Quality Work Life will have a significant effect on Work-Life Balance.

Employee Burnout has an effect of 0.284 on Work-Life Balance . TStatistic obtained is 2.896 and P value is 0.014 ( $p \leq 1.96$ ). Based on the results of hypothesis testing using SmartPLS, it gives the output that Employee Burnout will have a significant effect on Work-Life Balance .

Workload has an effect of 0.815 on Work-Life Balance . TStatistic obtained is 10.224 and P value is 0.000 ( $p \leq 1.96$ ). Based on the results of hypothesis testing using SmartPLS, it gives an output that Workload will have a significant effect on Work-Life Balance.

## CONCLUSION

This study shows that quality work life, employee burnout, and workload affect the work-life balance of employees in the city of Surabaya who are currently/have been working from home during the Covid-19 pandemic. It is assumed that the significant influence of work life given by the company affects the balance of personal life and work life because the company's strategies in dealing with work from home are new and employees must adapt quickly. The significant effect of employee fatigue in doing work from home causes employees to find it difficult to balance work life and work life. The concentration of employees will be increasingly difficult because working at home causes a big distraction for employees and causes fatigue, especially for employees who are already married. While the significance of this workload in doing work from home causes employees to feel too much workload in working from home conditions and it is difficult to balance personal life and work life. Likewise, the burden of adapting to new technologies to support their performance at home

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