



The Effect of Work Environment, Work-Life Balance, dan Burnout on Employee Performance (Case Study at PT. Pertamina (Persero) RU-VI Balongan)

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ABSTRACT

This study analyzes the effect of the work environment, work-life balance, and burnout on employee performance at PT. Pertamina (Persero) RU-VI Balongan. Using an explanatory survey method, this research involved 62 respondents. The analysis results indicate that the work environment and work-life balance significantly affect employee performance, while burnout does not have a significant effect. The study also found that these three variables simultaneously have a significant effect on employee performance. Recommendations for PT. Pertamina RU-VI Balongan include improving the quality of the work environment, maintaining work-life balance, and monitoring and managing employee burnout levels to enhance overall performance.

INTRODUCTION

The oil and gas industry requires workers who have special skills to operate equipment that supports work and manage information about mineral reserves and the natural environment. Oil and natural gas are vital components of national production, and their regulation is the responsibility of the state. The energy produced by this industry is the basis for the lives of many people and as a resource Crucial natural resources, oil, and natural gas have a significant role in the country's economy, with management that must ensure the fulfillment of public needs.

Companies strive to increase profits by minimizing resource use. Employees are expected to compete and succeed in a business environment. Even though there are different types of resources, labor remains an asset most important for the company (Ganaphati, 2016). Human resources consists of individuals who have the will, ability, and skills necessary to contribute to achieving the goals of an organization. In a demographic sense, this term is similar to the concept of labor, which includes those who actively work as well as those who are not directly involved in work (Samsuni, 2023).

Employee Performance is one of the key factors that determine the success of a company. PT. Pertamina (Persero) RU-VI Balongan, as one of the companies leading oil and gas companies in Indonesia, faces challenges in ensuring employees Optimal performance. In this context, it is important to understand how work-life works balance, burnout and work environment affect employee performance, research gap often deals with aspects that have not been fully explored, so the author makes it a reason to research "The Effect of Work Environment, Work-Life Balance, and Burnout on Employee Performance (Case Study at PT. Pertamina RU-VI Balongan)".

Based on this background, the problem formulation in this research was produced, namely is there an effect of the work environment on Employee Performance? Is there an effect of the Work-Life Balance on employee performance? Is there an effect of burnout on Employee Performance? And what is the effect of the Work Environment, Work-Life Balance, and Burnout simultaneously on Employee Performance?

LITERATURE REVIEW

Employee Performance

Employee Performance is rewarded if the work, program, or policy reaches the level of certain things that follow the company's goals, vision, mission, and objectives (Rosmaini & Tanjung, 2019). According to (Sholeh, 2016) Performance is the results and behavior of a person's work over a while time. Meanwhile, according to (Norawati et al., 2021). Employee Performance is defined as the amount of work that has been completed in a certain time by a worker.

Work Environment

Menurut Herlinda et.al (2021) berpendapat Work Environment yaitu segala sesuatu di sekitar pegawai yang bisa mempengaruhi dirinya untuk melaksanakan tugas yang diberikan. Sedangkan hasil penelitian (Agbozo et.al 2017) Work Environment memiliki banyak sifat yang dapat mempengaruhi kesejahteraan fisik dan mental. Tempat kerja yang berkualitas sangat penting untuk menjaga pekerja tetap pada berbagai tugas mereka dan bekerja secara efektif. Secara keseluruhan, dapat disimpulkan bahwa Work Environment merupakan faktor kunci yang harus diperhatikan oleh organisasi untuk mendukung kinerja dan kesejahteraan karyawan dalam mencapai tujuan organisasi.

According to Herlinda et.al (2021), the work environment is everything around your employees that can affect them to carry out the assigned tasks. Meanwhile, research results (Agbozo et.al 2017) show that the work environment has many characteristics that can affect physical and mental well-being. Very high-quality workplace it is important to keep workers on top of their various tasks and work effectively. Overall, it can be concluded that Work Environment is a key factor that organizations must pay attention to to support employee performance and welfare in achieving organizational goals.

Work-life Balance

Increased productivity and employee retention can be achieved through the implementation of work-life balance (Octarini & Supriyadi, 2021). Work-life balance is a social framework or policy that has been created and is still relevant to the context policies to be implemented while saying an employee must find a way to balance their personal and work lives due to demands of work that are bigger than personal life can cause conflict (Muktamar et al., 2023). Because the demands of work are greater than personal life can cause conflict, workers must find a balance between their work and personal lives (Dua & Hyronimus, 2020).

Burnout

According to (Indiawati et al., 2022) Burnout can occur due to work that is too heavy, too committed, and too long. This usually happens due to not prioritizing individual needs and desires. This can happen to oneself, a client, or a superior makes people feel pressure to do more work, which can cause guilt and trigger more energy. Burnout is a condition that causes unpleasant physical and mental symptoms, which can lead to frustration in a person's relationship with their job. Meanwhile (Sarida & Rossanty, 2022) says Burnout is a loss of physical and mental resources caused by spending too much time on impossible tasks or busy work.

Operational Definitions

According to (Martinus & Budiyo, 2016), the operational definition refers to the process measurement of variables or activities by providing clear definitions. This matter facilitates communication in the context of research. This definition also includes an explanation of independent and dependent variables in a context that can be operationalized in Table 1.

Table 1. Operational Definitions of Variables

Variables	Operational Definitions	Indicator	Scale
<i>Work Environment</i> Nitisemito (2015)	everything that is around workers and that can influence them in carrying out the assigned tasks	Work atmosphere Relationships with coworkers Relationship between subordinates and leaders Work facilities available	Likert
<i>Work-life Balance</i> McDonald and Bradley (2017) in Pangemanan et al., (2017)	Work-life balance is the extent to which a person feels satisfied with carrying out all roles in his life, both inside work and outside work.	Time Balance Input balance Balance of satisfaction	Likert
<i>Burnout</i> Maslach (2007) in Watuseke et al (2019: 1962)	Work burnout is a negative emotional reaction that occurs in the work environment when someone experiences prolonged stress.	Fatigue Cynical Ineffective	Likert
<i>Kinerja Karyawan</i> Robbins & Judge (2015: 50)	Performance is the results achieved by employees in the workplace according to certain standards that apply to their position	Role responsibilities On-time Presence	Likert

Research Model

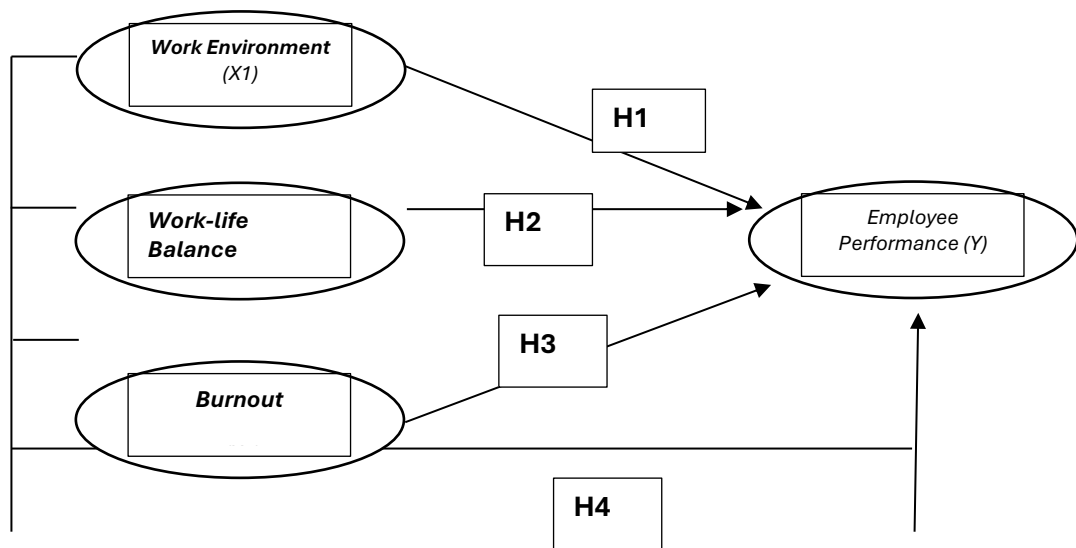


Figure 1. Research Model

Research Hypothesis

By referring to Figure 1 and the description of the problem formulation, it is proposed hypothesis as follows:

Table 2. Research hypothesis

Hypothesis	Description
H1	H0: Work environment has no significant effect on employee performance
	Ha: Work environment has a significant effect on employee performance
H2	H0: Burnout has no significant effect on employee performance
	Ha: Burnout has a significant effect on employee performance
H3	H0: Work-life balance has no significant effect on employee performance
	Ha: Work-life balance has a significant effect on employee performance
H4	H0: Work Environment, Work-Life Balance, and Burnout simultaneously do not have a significant effect on employee performance

	Ha: Work Environment, Work-Life Balance, and Burnout simultaneously have a significant effect on employee performance
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RESEARCH METHODS

Variable Measurement

In this research, the data obtained is divided into two types, namely primary data and secondary. Primary data is information obtained directly from the source by researchers through questionnaires. Meanwhile, secondary data comes from indirect sources such as previous literature and studies. In this context, the population is employees of PT. Pertamina RU-VI Balongan, numbering 250 people. The research sample, which is a representation of the population studied, has characteristics similar to the population overall. For this research, the sample chosen consisted of 62 employees of PT. Pertamina RU-VI Balongan.

Data Analysis and Hypothesis Testing Techniques

According to (Agustina et al., 2023) Data analysis and hypothesis testing techniques are as follows:

- a. Test Data Description Statistics
Descriptive statistics are statistics used to analyze data without the intention to make conclusions that apply to the general public or generalizations.
- b. Validity test
Validity is a tool that can be used to measure differences between data that occurs in objects and data that can be collected by researchers. If the item has a significant tolerance to the total score, item validity was assessed by significance testing correlation coefficient at a significance level of 0.1. The R-value of the table is compared with the test significance. In this case, an item is considered valid if the calculated r is greater than the table r which has a positive value, and if r is smaller than the r table, then the item is considered not valid.
- c. Reliability Test
Cronbach's alpha is acceptable if it is greater than 0.6 and closer to 1, the better the internal consistency reliability.
- d. T-test
The T-test is used to determine the effect of the independent variable (X) on the dependent variable (Y). To do this, the level of significance is 0.05 compared with the calculated t -significance level. If the significance value of t is no more than 0.05, H_a is accepted and H_0 is rejected as significant; conversely, if the value of t significance is more than 0.05, H_a is rejected and H_0 is rejected and considered not significant.
- e. F test

The joint coefficient test, or F test, is used to measure the effect simultaneously (simultaneous) from the independent variable to the dependent variable. Test This is done by comparing the F-table value with the F-calculated value. If the value of the F-count is greater than the F-table, then Ho is rejected and Ha is accepted, whereas if the value of the F-count is lower than the F-table, so Ho is accepted and Ha is rejected. Show that there is a significant effect simultaneously between the independent variables and dependent variables.

RESULTS AND DISCUSSION

1) Descriptive Statistical Data Analysis

Table 3. Interpretation of Respondent Index

	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment (X1)	63	13	25	22.21	3.234
Work-life Balance (X2)	63	9	23	16.92	3.484
Burnout (X3)	63	12	24	19.60	2.649
Employee Performance (Y)	63	15	24	19.62	2.392
Valid N (listwise)	63				

(Source: Data Processed)

Based on the Descriptive Test Results above, we can describe the distribution of the data obtained by researchers as follows:

1. Variable Work Environment (X1), from this data the value can be described The minimum value is 13 while the maximum value is 25 and the average value is 22.21. The standard deviation of Work Environment data is 3.234.
2. Variable Work-life Balance (X2), from this data the value can be described The minimum value is 9 while the maximum value is 23 and the average value is 16.92. The standard deviation of Work Environment data is 3.484.
3. Burnout variable (X3), from this data, can be described as having a minimum value of 12 while the maximum value is 24 and the average value is 19.60 standard Work Environment data deviation is 2,694.
4. Employee Performance variable (Y1), from this data, can be described as follows The minimum value is 15 while the maximum value is 24 and the average value is 19.62. The standard deviation of Work Environment data is 2.392.

2) Instrument Test

a. Validity Test

Table 4. The Test Results for All Items Statement

Variable	all items statement	R-Count	R-Table	Information
Work Environment	X1.1	0,543	0,248	Valid
	X1.2	0,767	0,248	Valid
	X1.3	0,800	0,248	Valid
	X1.4	0,836	0,248	Valid
	X1.5	0,812	0,248	Valid
Work-life Balance	X2.1	0,171	0,248	Not Valid
	X2.2	0,710	0,248	Valid
	X2.3	0,792	0,248	Valid
	X2.4	0,583	0,248	Valid
	X2.5	0,694	0,248	Valid
Burnout	X3.1	0,714	0,248	Valid
	X3.2	0,770	0,248	Valid
	X3.3	0,662	0,248	Valid
	X3.4	0,243	0,248	Not Valid
	X3.5	0,646	0,248	Valid
Employee Performance	Y1.1	0,378	0,248	Valid
	Y1.2	0,401	0,248	Valid
	Y1.3	0,662	0,248	Valid
	Y1.4	0,337	0,248	Valid
	Y1.5	0,543	0,248	Valid

(Source: Data Processed)

It can be seen from the table above, it is known that the test results are valid for all items statement of the variables Work Environment (X1), Work-life Balance (X2), Burnout (X3), and Employee Performance (Y) can be said to be almost completely valid, because Most of the statement items have a value of r-count > r-table or r-count > 0.248. The significance level is 0.05 except for items in statements X2.1 Work-life balance and X3.4, namely on the burnout variable. Therefore, not

all questionnaire statements on each variable can be used as measuring tools for the variables studied.

Table 5. Validity Test

Variables	r-count	r-table	Information
Work Environment	0,605	0,248	Valid
Work-life Balance	0,662	0,248	Valid
Burnout	0,706	0,248	Valid
Employee Performance	0,311	0,248	Valid

(Source: Data Processed)

The calculated r value of the variables Work Environment, work-life balance, burnout, and employees Performance shows that the variables Work Environment, work-life balance, burnout, and the Employee Performance variable have a calculated r value greater than 0.248, so it can be said that the data is valid and can be used as a source data in research.

b. Reliability Test

The reliability test was carried out by looking at the Cronbach Alpha value which was tested using SPSS, a variable is called reliable if the Cronbach Alpha (α) value is > 0.60 . The following are the results of the reliability test in this research:

Table 6. Reliability Test

Variables	Cronbach's Alpha	Recommended Cronbach's Alpha	Information
Work Environment (X1)	0,811	0,60	Reliable
Work-life Balance(X2)	0,522	0,60	Not Reliable
Burnout (X3)	0,535	0,60	Not Reliable
Employee Performance (Y)	0,110	0,60	Not Reliable

(Source: Data Processed)

It can be seen from the reliability test results table above that the 5 items of the questionnaire statement. The Work Environment variable (X1) has a Cronbach's Alpha value of 0.883. This means that the variable has a Cronbach's Alpha value > 0.60 , which means that statement items on these variables can be declared

reliable as instrument tools measure research. Meanwhile, the three variables such as work-life balance, burnout, and Employee Performance have a Cronbach's Alpha value <0.60 , which means that the item statements on these variables cannot be declared reliable as an instrument measure research.

3) Classical Assumption Test

a. Multicollinearity test

Table 6. Multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant)	7.177	.496		.881	.000		
Work Environment (X1)	.077	.113	.104	.679	.500	.681	.469
Work-life Balance (X2)	.150	.098	.219	.531	.131	.780	.282
Burnout (X3)	.082	.147	.091	.557	.580	.600	.666

1. Dependent Variable: Employee Performance (Y)

(Source: Data Processed)

Based on the Coefficients output above, it is known that the Tolerance value of all variables independent is greater than > 0.10 and the VIF value of all independent variables is smaller than < 10.00 .

Because the Tolerance value of all independent variables is greater than > 0.10 and the VIF value of all independent variables is smaller than < 10.00 , it can be concluded that there are no symptoms of multicollinearity.

b. Heteroscedasticity test

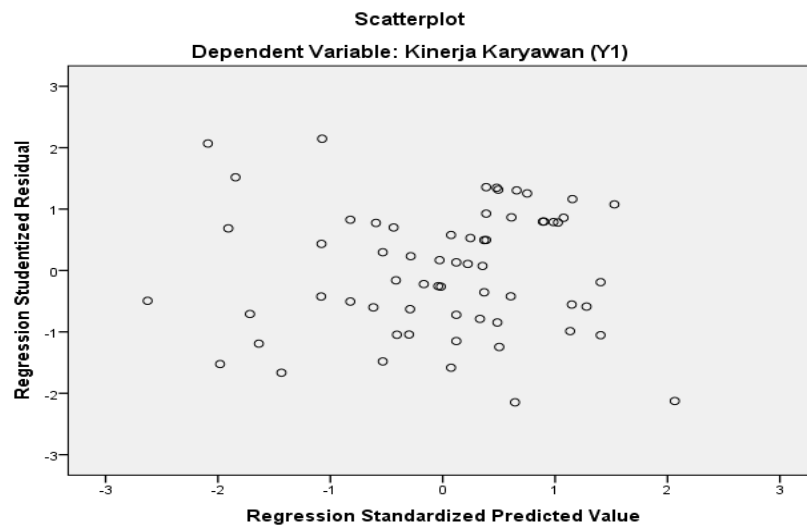


Figure 2. Research Model Heteroscedasticity test

Based on the scatterplot graph above, it can be seen that the dots are spread randomly above or below the number 0 (zero) on the Y axis, it can be concluded that no heteroscedasticity symptoms occur in the regression model.

4) Multiple Linear Regression Test

a. F TEST (Simultaneous)

Table 7. F Test (Simultaneous)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.202	3	.401	.250	.800 ^b
Residual	33.656	19	1.772		
Total	34.857	22			

a. Dependent Variable: Employee Performance (Y1)

(Source: Data Processed)

- If the sig value < 0.05, and F count > F table then there is an effect of the variable Work Environment (X1), Work-life Balance (X2), and Burnout (X3) simultaneously with the Employee Performance (Y) variable.
- If the sig value is > 0.05, and F count < F table then there is no effect on the Work Environment (X1), Work-life Balance (X2), and Burnout (X3) variables simultaneously on the Employee Performance (Y) variable.

b. T Test (Hypothesis)

**Table 7. T Test (Hypothesis)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	17.177	2.496		6.881	.000		
Work Environment (X1)	-.077	.113	-.104	-.679	.500	.681	1.469
Work-life Balance (X2)	.150	.098	.219	1.531	.131	.780	1.282
Burnout (X3)	.082	.147	.091	.557	.580	.600	1.666

i. Dependent Variable: Employee Performance (Y1)

(Source: Data Processed)

The resulting Sig. value Work Environment variable (X1) is 0.500 (>0.05), Work-life Balance (X2) is 0.131 (>0.05), Burnout (X3) 0.580 (>0.05 no significant effect to the Employee Performance (Y) variable.

c. Correlation Coefficient Test

Table 8. Correlation Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.244 ^a	.060	.012	1.378

a. Predictors: (Constant), Burnout (X3), Work-life balance (X2), Work Environment (X1)

b. Dependent Variable: Employee Performance (Y)

(Source: Data Processed)

The R-value = 0.244 means the magnitude of the relationship between the Work Environment (X1) work-life variables balance (X2), and Burnout (X3) with an

Employee Performance (Y) variable of 24.4%, meaning there is a very weak relationship between the Work Environment variables(X1) Work-life balance (X2), and Burnout (X3) with the Employee Performance variable (Y).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions that can be conveyed are related to the effect of work environment, work-life balance, and burnout on Employee Performance at PT. Pertamina RU-VI Balongan, are as follows:

- a. The research results show that work environment variables have an effect that is significant to Employee Performance at PT. Pertamina RU-VI Balongan because a quality work environment or work environment is very important to keep workers comfortable in their various tasks and working efficiently and effectively.
- b. The research results show that the work-life balance variable has an effect that is significant for Employee Performance at PT. Pertamina RU-VI Balongan. This shows that respondents do not feel disturbed by their personal lives while working because they have normal working hours, namely 8 (eight) hours per day which makes them feel quite happy with life and their current job.
- c. The research results show that the Burnout variable does not affect employee Performance at PT. Pertamina RU-VI Balongan because respondents tend not to be bored with monotonous work and does not reduce employee performance.
- d. The research results show that work environment, work-life balance, and burnout simultaneously have a significant effect on Employee Performance at PT. Pertamina RU-VI Balongan. This shows that Employee Performance at PT. Pertamina RU-VI Balongan will increase along with the increase in Work-life Balance, Burnout, and Work environment, as long as these three variables are managed well.

Based on the results of this research, the following are recommendations:

- a. Considering that work environment variables have a significant effect on employee performance, it is recommended for PT. Pertamina RU-VI Balongan to continue creating a quality Work Environment for employee comfort Performance in carrying out tasks so that performance is more effective.
- b. Considering that the work-life balance variable has a significant effect on employee performance, it is recommended for PT. Pertamina RU-VI Balongan to continue to pay attention to and promote balance between work and life employee's personal life. Efforts to ensure normal working hours and creating a Work Environment that supports this balance can help increase employee happiness and performance.
- c. Although the Burnout variable has not been proven to affect employee performance, however, remains important for PT. Pertamina RU-VI Balongan to monitor fatigue levels or burnout that employees may experience. Preventive measures and stress management need to be implemented to prevent the potential decline in performance in the future.
- d. Considering the work environment, work-life balance, and burnout simultaneously have a significant effect on employee performance, it is

recommended for PT. Pertamina RU-VI Balongan to develop policies and programs that support work-life balance management and burnout prevention. Training, psychological support, and awareness raising of the importance of work-life balance can help employees manage stress and improve their overall performance.

RESEARCH LIMITATIONS

The focus of this research is the work environment, Work-Life Balance, and variables Burnout. Therefore, it is hoped that future research will include variables additionally to thoroughly study the factors that affect employee Performance, data collection was carried out using the explanatory survey method, which can affect the level of validity and reliability of the data

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Environment yang kondusif memberikan rasa aman dan memungkinkan karyawan%0Auntuk dapat bekerja optimal. Jika karyawan menyenagi Work Environment dimana dia bekerja, maka%0Akaryawan terseb
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