

## DETERMINANTS AND CONSEQUENCES OF WORK-LIFE BALANCE

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### ABSTRACT

The work-life balance has become an important issue in the fast-paced and demanding work environment today. This study aims to analyze the determinants and consequences of work-life balance by examining the influence of working hours and job burnout on employee well-being, with the work-life balance as a mediating variable. It involved 100 active employees from the Local Government-Owned Water Utility of Pontianak City, chosen through a purposive sampling method. The data was collected using a questionnaire and analyzed using Structural Equation Modeling – Partial Least Square (SEM - PLS). The results reveal that the job burnout has a significant effect on both the work-life balance and employee well-being. However, the working hours does not have a significant effect on both the work-life balance and employee well-being. Additionally, the work-life balance has a significant effect on the employee well-being. Furthermore, this study confirms that the work-life balance is able to mediate the effect of job burnout on the employee well-being, but it is not able to mediate the effect of working hours on the employee well-being. These results provide managers and HR practitioners with insights into how to improve the employee well-being through effective working hours plans, job burnout reduction, and work-life balance programs.

**JEL:** I31, I39.

**Keywords:** *working hour, job burnout, employee well-being, work-life balance.*

### 1. INTRODUCTION

The employee well-being in the workplace has increased globally in recent years (Kowalski & Loretto, 2017), as evidenced by several indicators of Sustainable Development Goals (SDGs), specifically 3 out of the 17 SDGs. Sustainable development requires ensuring healthy lives and promoting well-being at all ages. The employee well-being is a broad construct as it includes the physical, emotional, mental, and spiritual health of employees (Mirabito & Berry, 2015). According to Çat, Cengiz, & Cengiz (2014), the well-being can reduce the level of burnout in a person, especially in the aspect of emotional exhaustion.

The length of time spent at the workplace plays a crucial role in the employees' mental health, as revealed in several studies indicating the negative impact of excessive workload (working longer than desired) and long working hours on the health and mental well-being of employees (Bannai & Tamakoshi, 2014). A large number of studies show that working long hours cannot only cause work stress, fatigue, depression, and other mental health problems, but also can have a negative effect on family life, leisure time, work-life balance, and community engagement (Angrave & Charlwood, 2015; Bannai & Tamakoshi, 2014; Dinh, Cooklin, Leach, Westrupp, Nicholson, & Strazdins, 2017; Virtanen, Jokela, Madsen, Hanson, Lallukka, Nyberg, Alfredsson, Batty, Bjorner, Borritz, Burr, Dragano, Erbel, Ferrie, Heikkilä, Knutsson, Koskenvuo, Lahelma, Nielsen, Oksanen, Pejtersen, Pentti, Rahkonen, Rugulies, Salo, Schupp, Shipley, Siegrist, Singh-Manoux, Suominen, Theorell, Vahtera, Wagner, Wang, Yiengprugsawan, Westerlund, & Kivimäki, 2018).

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The harmonious balance of work and personal life is crucial for building a healthy and stress-free environment, and fully leveraging employees' potential. Workplace flexibility and a willingness to support family-friendly needs (such as flexible working hours or remote work) can enhance the employee well-being (Feeney & Stritch, 2019; Shagvaliyeva & Yazdanifard, 2014). According to American Journal of Clinical Pathology 2020, it was found that 6 out of 10 individuals still struggle with the work-life balance. It is said that respondents experiencing burnout have a higher percentage of having poor or fair work-life balance than those who are not experiencing burnout. A research conducted by Hoffmann-Burdzińska & Rutkowska (2015) found that the work-life balance has a positive effect on psychological well-being.

The work-life balance is a crucial factor for the employee well-being (Boxall & Macky, 2014). Investing in human resource management (HRM) policies, appropriate work-life balance strategies, and considering elements that help the employees achieve a beneficial balance of work and personal needs have been proven to strengthen and stabilize their lives, thereby enhancing their well-being (Ollier-Malaterre & Foucreault, 2017). Based on the study by Li, Dai, Wu, Jia, Gao, & Fu (2019), the long working hours were closely associated with depression and poor employee well-being in China. In conclusion, poor working hours, job burnout, and work-life imbalance have a negative impact on the employee well-being.

According to Alblihed & Alzghaibi (2022), burnout victims frequently experience an imbalance in how they spend their lives, both at work and in their personal life. Min (2022) found that the burnout and physical pain were two factors reducing the work-life balance of registered nurses. Contractual working hours, which may include prolonged lengthy hours, are a major determinant in defining the work-life balance (Hsu, Bai, Yang, Huang, Lin, & Lin, 2019). The employees are unable to achieve a sustainable work-life balance in practice due to a heavy workload and the requirement to work long hours (Hsu *et al.*, 2019).

Furthermore, the work-life balance is crucial for organizations and their employees from a strategic perspective, because individuals play a dual role as they are part of their families and their organizations (Rathnaweera & Jayathilaka, 2021). Previous researches on the effect of work-life balance on employee well-being, with determinants such as working hours and job burnout in Regional State-Owned Enterprises, remain limited. For instance, a study conducted by Cuéllar-Molina, García-Cabrera, & Lucia-Casademunt (2018) revealed that 575 female managers in 27 European countries confirmed the direct and indirect effects (through work-life resource practices, balance, and role clarity) of institutional factors on the well-being of female managers in the workplace. Another study by Nabawanuka & Ekmekcioglu (2022) highlighted the relationship between perceived supervisor support, work-life balance, and employee well-being among millennial employees working in the finance sector in Turkey. The study indicated that the perceived supervisor support influenced the work-life balance, which, in turn, affected the employee well-being.

Furthermore, Hoeven & Zoonen (2015) introduced a framework for identifying the underlying positive and negative mechanisms in the relationship between flexible work designs (FWDs) and employee well-being. The respondents consisted of 999 Dutch employees who worked at least 20 hours per week in an organization with a minimum of 50 employees. Referring to the Job Demands-Resource model, they presented the benefits (FWD-related resources) and challenges (FWD-related demands) for the employee well-being. The results indicated that the FWDs were associated with the employee well-being through several positive pathways and one

negative pathway. The FWDs positively related to the employee well-being through increased work-life balance, autonomy, and effective communication, while they negatively related to the employee well-being through increased interruptions.

Brauner-Sommer, Wöhrmann, & Michel (2021) conducted a study in Germany on the relationship between job availability types and employee well-being. This study employed latent class analysis to categorize the employees into different job availability types based on specific aspects of extended workability without regulations and explored the factors associated with class membership and its relationship with the employee well-being. The study revealed that extended workability without regulations might cause stress and conflicts between work and personal life, highlighting the risks associated with the employee well-being related to the extended workability without regulations, particularly when deemed illegitimate. The results of this research provide insights into the impact of extended workability without regulations on the employee well-being, particularly in terms of the balance between work and personal life, physical and mental health, and burnout.

Other research has demonstrated that the work-life balance that the employees experience is a significant component of experiencing the well-being (Boxall & Macky, 2014). The organizations that value their employees have been shown to help strengthen and stabilize the employee's work and personal life, thereby ensuring the well-being, by investing in the HRM policies, suitable work-life balance strategies, and paying attention to factors that help the employees achieve a beneficial harmony between the work and personal needs (Ollier-Malaterre & Foucreault, 2017). Additionally, Li *et al.* (2019) found that excessive working hours were associated with depression and poor employee well-being in China. This highlights the fact that poor working conditions, job burnout, and work-life imbalance can lead to negative effects on the employee well-being.

However, previous studies have not extensively explored the determinants of work-life balance, such as working hours and job burnout, and the effect on the employee well-being in Regional State-Owned Enterprises. This study is expected to make a significant contribution to improving the understanding of factors influencing the employee well-being and work-life balance by filling the research gaps. This study seeks to gain valuable insights into the relationship between the employee mental health, HRM, and work-life balance. The objective is to investigate the impact of working hours and job burnout on the employee well-being, as well as analyze the determinants and consequences of work-life balance.

## **2. THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES**

The regulation of working hours varies not only between countries, but also within countries. Shortening the typical workweek and redistributing leisure time can lower unemployment, provide full-time employees more free time, improve work-life balance, and improve mental health (Kamerāde, Wang, Burchell, Balderson, & Coutts, 2019; Wood & Burchell, 2018). According to Piasna (2018), several dimensions can measure the employees' working hours, including (1) the length of working hour; (2) the position of time within a day and week to work; and (3) the flexibility of working hour.

Human services workers often experience burnout. The burnout is defined as emotional weariness, depersonalization, and a lack of personal achievement (Tuna & Baykal, 2017). It is a

long-term reaction to persistent personal and interpersonal pressures within the workplace. It is characterized by three dimensions: exhaustion, depersonalization, and professional cynicism and inefficiency (Tuna & Baykal, 2017). According to Greenberg & Baron (2008), the burnout indicators are categorized into 4 dimensions, which are: (1) physical exhaustion, (2) emotional exhaustion, (3) mental exhaustion, and (4) low self-achievement.

The work-life balance, according to Adame-Sánchez, González-Cruz, & Martínez-Fuentes (2016), is a condition in which an individual's work and personal life are compatible. Tijani, Osei-Kyei, & Feng (2022) explained that achieving satisfaction and effective functioning at work and at home with minimum conflict is the definition of work-life balance. Fisher, Bulger, & Smith (2009) mentioned that the work-life balance has 4 dimensions, such as: (1) work interference with personal life, (2) personal life interference with work, (3) personal life enhancement of work, and (4) work enhancement of personal life.

A combination of material and spiritual resources might be interpreted as the definition of well-being (Qi & Wu, 2018). When an individual is happy, he / she is also in a state of well-being (Guest, 2017). According to Ryff & Singer (2013), psychological well-being is a state in which people have a positive attitude toward themselves and others, can make their own decisions and control their own behavior, are able to create and manage environments suitable for their needs, have a sense of purpose in life and strive to make their lives more meaningful. Ryff & Singer (2013) developed the psychological well-being into 6 dimensions, including: (1) self-acceptance, (2) positive relations with others, (3) autonomy, (4) environmental mastery, (5) purpose in life, and (6) self-growth.

The impact of contractual working hours, including overtime, on the work-life balance is significant (Chan, Kalliath, Brough, Siu, O'Driscoll, & Timms, 2015). According to a cross-country study by Lunau, Bambra, Eikemo, Wel, & Dragano (2014), differences in the work-life balance between nations may be partially explained by the laws governing the working hours and time. For this reason, the first hypothesis that can be proposed is as follows:

**H1:** Working hours have a significant effect on the work-life balance.

The research conducted by Haar, Roche, & Brummelhuis (2018) contributes to the literature on diaries and managers' well-being by revealing the impact of daily work and family factors on the managers' well-being the following day. The findings demonstrated that family-work conflict experienced on one day had a positive influence on the work burnout the next day. Conversely, a satisfaction with autonomy on one day decreased the work burnout on the subsequent day. A positive effect on the next day work engagement was observed from one-day family-work enrichment, as well as the fulfillment of demands (autonomy, competence, and relatedness) and perceived autonomy support. Additionally, the study revealed that daily burnout diminished the work-life balance, and this relationship was entirely mediated by the daily work-family conflict. Moreover, daily participation improved the work-life balance, an impact that was partially mediated by the daily-family enrichment.

According to Umene-Nakano, Kato, Kikuchi, Tateno, Fujisawa, Hoshuyama, & Nakamura (2013), there is a correlation between the work-life balance and burnout, where the more the work-life balance a person experiences, the lower the level of burnout will be, and vice versa. Neumann, Mau, Virani, Denzen, Boyle, Boyle, Dabney, KesellOfthus, Kalbacker, Khan, Majhail, Murphy, Paplham, Parran, Perales, Rockwood, Schmit-Pokorny, Shanafelt, Stenstrup, Wood & Burns

(2018) also found that the work-life balance affected the burnout. They added that if a person experienced burnout, it could negatively affect his / her daily life and the relationships with friends, family, and other social aspects. Thus, the second hypothesis that can be proposed is as follows:

**H2:** Job burnout has a significant effect on the work-life balance.

The burnout has been linked to the relationship between employees' overall psychological health and psychological well-being (Manzano-García & Ayala, 2017). Yu & Chae (2020) confirmed that both academic burnout and resilience among medical students played crucial roles in explaining their psychological well-being. The resilience, in particular, emerges as a vital factor in enhancing the psychological well-being. This underscores the need for educational and counseling support aimed at improving the resilience of medical students to ultimately enhance their psychological well-being.

Çat *et al.* (2014) suggested that the burnout, particularly in the form of emotional exhaustion, can be reduced with a high level of psychological well-being. Low psychological well-being is thought to contribute to the burnout, since it is characterized by low self-esteem, depressive symptoms, excessive anxiety, impatience, and a sense of powerlessness (Jones, Norman, Wier, 2010). Therefore, the third hypothesis that can be proposed is as follows:

**H3:** Job burnout has a significant effect on the employee well-being.

According to a study by Li *et al.* (2019), long working hours were significantly linked to the depression and poor employee well-being in China. Working long hours could interfere with psychological functions, which could result in a variety of health issues, including poor mental health (Bannai & Tamakoshi, 2014). The long working hours might be harmful to the mental health, since they frequently prevent social and leisure activities and household chores (Başlevent & Kirmanoğlu, 2014). As a result, the fourth hypothesis that can be proposed is as follows:

**H4:** Working hours has a significant effect on the employee well-being.

The ability to balance the work and personal life is a key factor in determining the well-being (Beauregard, 2011; Bentley, Teo, McLeod, Tan, Bosua, & Gloet, 2016; Taşdelen-Karçkay & Bakalim, 2017). Ariza-Montes, Arjona-Fuentes, Han & Law (2018) added that the work-life balance improves an employee's physical and psychological well-being. People who can balance the work and a good life outside of work are more likely to be content in their jobs and experience the psychological well-being (Hasan, Khan, Butt, Abid & Rehman, 2020). The perception of work-life balance by the employees is an essential factor for overall well-being, as demonstrated in a prior research by Boxall & Macky (2014). Accordingly, the fifth hypothesis that can be proposed is as follows:

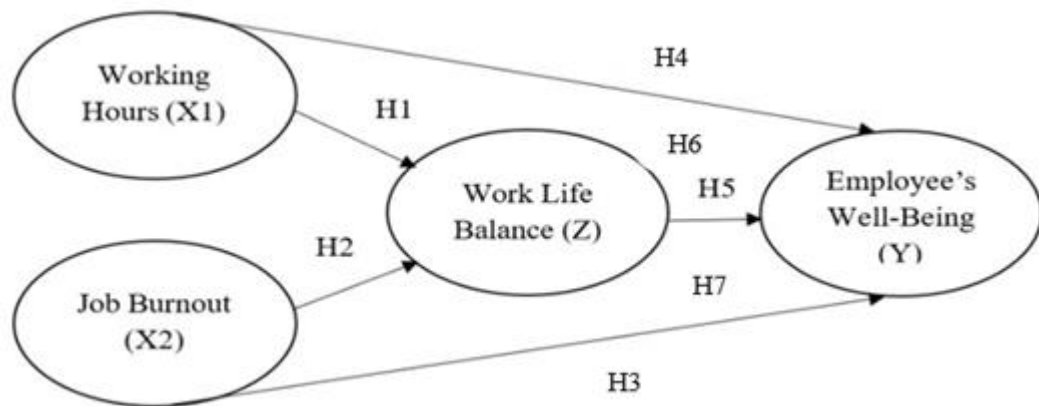
**H5:** Work-life balance has significant effect on the employee well-being.

An empirical evidence suggests certain factors, such as flexible work plans and the ability to manage time and environment, have a positive and significant impact the on work-life balance (Emre & Spiegeleare, 2021). Yu & Leka (2022) found that having control over work and rest is associated with a lower level of stress, depression, and anxiety. A strong evidence found by Adil & Baig (2018) supports the idea that the burnout is positively and significantly affected by the work-life imbalance. A high level of work-life imbalance caused by occupational pressures are linked to health conditions, such as the weariness. However, previous researches have not

extensively addressed the relationship between work-life balance and employee well-being, as well as the relationship between job burnout and employee well-being. Hence, the sixth and seventh hypotheses that can be proposed are as follows:

**H6:** Work-life balance mediates the significant effect of working hours on the employee well-being.

**H7:** Work-life balance mediates the significant effect of job burnout on the employee well-being.



**Figure 1. Research Model**

### 3. RESEARCH METHODS

A quantitative approach was employed to examine the determinants and consequences of work-life balance or the effect of working hours and job burnout on the employee well-being, with the work-life balance as a mediating variable. The data was collected using a questionnaire, since it was suitable for obtaining quantitative data to examine the relationships between those variables (Badri, Al Khaili, Aldhaheri, Yang, Al Bahar, & Al Rashdi, 2022). The questionnaire was printed and distributed to permanent employees working at the Local Government-Owned Water Utility of Pontianak City.

The population of this study consisted of 202 active employees the Local Government-Owned Water Utility of Pontianak City. The samples were obtained using a non-probability sampling method. The number of samples was determined using the formula by the Rao-Sampford method, since this study had a larger number of population which was unknown (Aubry, 2023). The Rao-Sampford method could be used even when the population was an infinite population, which made it convenient and effective to be used. A total of 100 respondents participated in this study, representing each division they worked. The questionnaire items were measured using the Likert scale. The data was analyzed using Structural Equation Model – Partial Least Square in SmartPLS 3.3. Validity and reliability tests were performed to examine the outer model, and the R-squared value would be used to measure the goodness of fit of the inner model.

In this study, two mediation models were utilized: (1) Full Mediation, in which the mediator completely controls the relationship between the independent and dependent variables, so that the independent variable has no direct effect on the dependent variable; and (2) Partial Mediation, in which the mediator only partially controls the relationship between the independent

and dependent variables, meaning that the independent variable continues to have a direct, albeit reduced, effect on the dependent variable.

#### 4. DATA ANALYSIS AND DISCUSSIONS

The respondents participated in this study were the employees at the Local Government-Owned Water Utility of Pontianak City, West Kalimantan. They completed the questionnaire at a valid response rate of 100%. The following Table 1 summarizes the respondent profile. The table shows that most of the respondents are male (67%) and between 41-50 years old (39%). The majority of them have a post-graduate degree (58%) and had worked for over 15 years (66%). The respondents of this study worked in different divisions, with different work requirements and demands, which could impact their work-life balance.

The measurement model testing for reflective indicators of latent variables was performed to assess the validity of each indicator and examine the reliability of latent variables. A summary of the results of convergent validity, reliability, and discriminant validity tests is presented in Table 2 and Table 3. Based on the outer loading values, it can be observed that all indicators have outer loading values of higher than 0.70. This implies that all indicators of working hours, job burnout, work-life balance, and employee well-being variables have met the criteria for convergent validity and effectively measure their respective latent variables. In examining the cross-loadings, it is evident that all indicators within each variable perform better in predicting their own latent variables than the indicators of other latent variables. This is demonstrated by the correlation value between the construct and the measurement indicator being higher than the correlations with indicators from other constructs. This results indicate that all indicators within each variable have successfully met the criteria for discriminant validity. Furthermore, the results also show that the Average Variance Extracted (AVE) value of all variables are higher than 0.5, indicating that the construct explained more than half of the variance of its indicators. The results of the Cronbach's Alpha and Composite Reliability tests exceed 0.7, indicating a high reliability and consistency of the questionnaire.

Further, the following Table 4 shows that the response regarding the working hours variable is high. The response for the job burnout variable whose indicators consist of negative statements is also high. The response for the work-life balance variable whose indicators consist of positive and negative statements is not too high. Meanwhile, the response for the employee well-being variable is also high.

**Table 4. Descriptive Statistics**

No	Variable	Mean	St. Dev
1	Working Hours	4.209	0.998
2	Job Burnout	1.838	0.886
3	Work-Life Balance	3.081	1.038
4	Employee Well-Being	4.373	0.637

Source: Processed data (2022)

The structural inner model was measured for its validity and reliability after the outer model. The R-Squared value was used to measure the inner model.

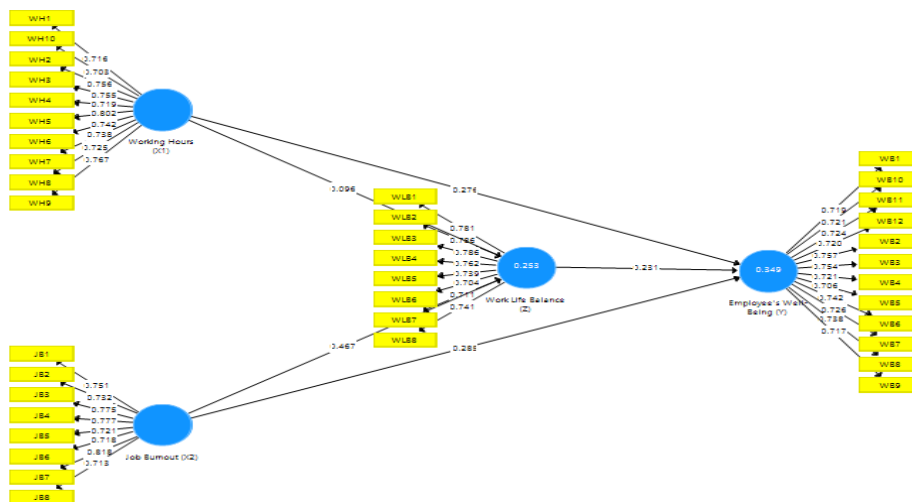


Figure 2. Results of R-Squared Test

The R-squared value was used to measure the structural model. R referred to a symmetric measure of correlation, and  $r$  and  $r^2$  showed how strongly two variables were connected to one another's variations. Figure 2 shows that the R-Squared value of work-life balance is 0.253, categorized as quite strong. Meanwhile, the R-Squared value of employee well-being is 0.349, categorized as quite enough.

The t-test statistical test was performed to analyze the data. The results were based on the probability value and the t-statistic value.

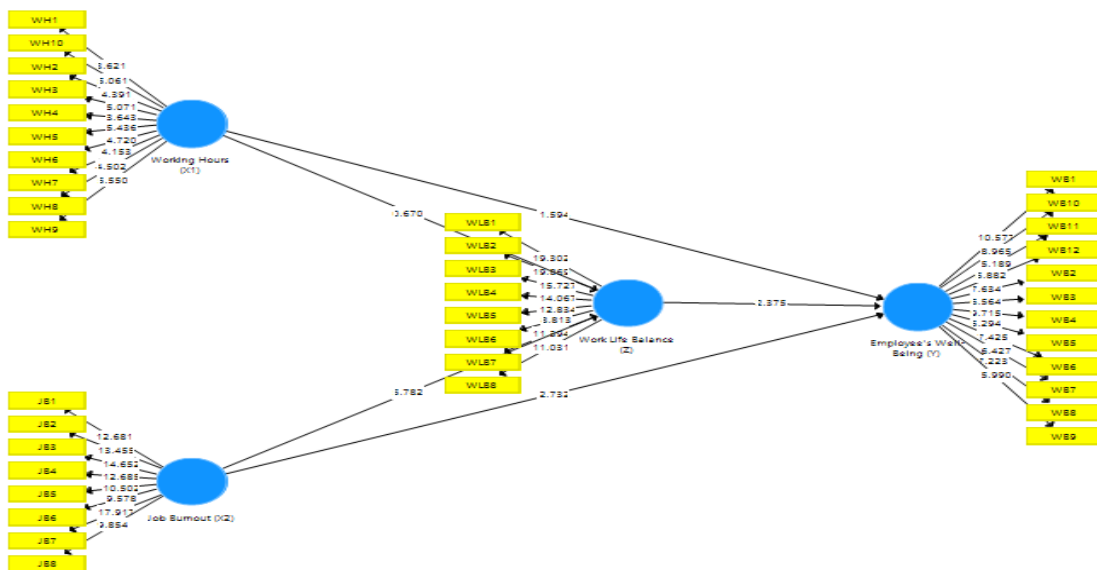


Figure 3. Bootstrapping Output

This study used the t-statistic value of 1.96 (significance level = 5%), and the alpha value of 5% (0.05). According to Alkahtani (2015), the criteria for supporting the hypothesis were as follow: (1)  $H_a$  is supported empirically and  $H_0$  is rejected if  $t\text{-statistic} > t\text{-table}$ ; and (2)  $H_a$  is supported empirically if  $p\text{-value} < 0.05$ . The results of hypothesis testing can be seen in Table 5, where 4 hypotheses ( $H_2$ ,  $H_3$ ,  $H_5$ , and  $H_7$ ) can be supported empirically and the rest 3 hypotheses ( $H_1$ ,  $H_4$ , and  $H_6$ ) cannot.



**Table 5. Results of Hypothesis Testing**

Hypothesis	Path	STDEV	O/STDEV	P-Value	Conclusion
H1	WH – WLB	0.143	0.670	0.503	Not Supported
H2	JB – WLB	0.081	5.782	0.000	Supported
H3	JB – WB	0.104	2.732	0.007	Supported
H4	WH – WB	0.173	1.594	0.112	Not Supported
H5	WLB – WB	0.097	2.375	0.018	Supported
H6	WH – WLB - WB	0.038	0.585	0.559	Not Supported
H7	JB – WLB -WB	0.048	2.247	0.025	Supported

Source: Processed data (2022)

The first hypothesis proposes that the working hours have a significant effect on the work-life balance. The results show that it has a p-value of 0.503, higher than 0.05 and the t-statistics is 0.670. These results indicate that the first hypothesis cannot be supported empirically. This finding is in line with the results of Brauner-Sommer *et al.* (2021), who found that the working hours chosen by the employees, or the working plans provided by their employer had no effect on their satisfaction with their work-life balance. On the other hand, a significant relationship was reported by Hsu *et al.* (2019) between the lengthy working hours and work-life balance. The relationship between the two had been the subject of research by Holly & Mohnen (2012), and Andresen as cited in Holly & Mohnen (2012). It was argued that the working hours should be considered not only in terms of the number of hours spent, but also how they were organized.

Employee preferences for flexible work plan, for instance, varied (Thompson, Payne, & Taylor, 2015). In a research on the work-home interface, employees' values for a distinct separation between the work and personal life or a blurring of those boundaries varied depending on the individuals (Kreiner, 2006). The work at the Local Government-Owned Water Utility of Pontianak City work was not determined by time and it tended to be adaptable. This adaptability was further demonstrated by one of the workers who still had the time to spend with friends and family on weekends. These findings support the null hypothesis that the working hours have no significant effect on the job burnout .

The second hypothesis proposes that the job burnout has a significant effect on the work-life balance. The results show that it has a p-value of 0.000, smaller than 0.05 and the t-statistics is 5.782. these results indicate that the second hypothesis can be supported empirically. This finding contradicted with those of Min (2022), who found a positive relationship between the resilience and work-life balance, but a negative correlation between the burnout and work-life balance.

According to Neumann *et al.* (2018), the work-life balance had influenced the burnout. The burnout influenced an individual's daily life, including his / her relationships with the family and others. This finding is also consistent with Boamah & Laschinger (2016), who found that extreme burnout influenced people's life outside of work. Kanwar, Singh, & Kodwani (2009) added that the burnout occurred when there was a conflict between a person's personal and professional life. The work-life balance indicators identified the interference between the personal and professional life. The work-life balance and its positive and significant results show that when the employees experienced burnout, it was likely caused by the interference in both the personal and professional life. This strain and stress could make a person feel exhausted and confuse their thoughts, resulting in an unbalanced work and personal life.

The third hypothesis proposes that the job burnout has a significant effect on the employee well-being. The results show that it has a p-value of 0.007, lower than 0.05 and the t-statistics is 2.732. These results indicate that the third hypothesis can be supported empirically. This finding is in line with the research conducted by Yu & Chae (2020), who discovered that the burnout and academic resilience among medical students served as significant factors in explaining their psychological well-being. According to Rehman, Bhuttah, & You (2020), the burnout as a syndrome had a significant impact on both the physical and psychological well-being. Burke, Marlow, & Lento (2010) further argued that the psychological health had an impact on how quickly burnout symptoms manifested in the employees.

The workload, metacognitive capacity, and psychological well-being in individuals were factors related to the burnout (Shamstalab, Akbari & Mosavi, 2014). The burnout had been linked to the relationship between the employees' overall psychological health and psychological well-being (Manzano-García & Ayala, 2017). Furthermore, Lupşa & Vîrgă (2020) highlighted the role of psychological capital (PsyCap) as a personal resource in health and performance. Findings of their study were useful for developing evidence-based interventions to enhance the level of PsyCap among IT & C employees. The improvement of PsyCap would reduce the burnout and enhance the well-being and performance. This research underscored the mediating role of burnout in the relationship between the PsyCap and two distinct outcomes: health and performance.

The fourth hypothesis proposes that the working hours have a significant effect on the employee well-being. The results show that it has a p-value of 0.112, bigger than 0.05 and the t-statistics is 1.594. These results indicate that the fourth hypothesis cannot be supported empirically. This finding was demonstrated in the research model by Hong, Zhang, Xue, Fang, Zhou, Wei, Lou, & Zou (2022). The model illustrated how the lengthy working hours were detrimental to the employees' health. A study by Zhang, Zhang, & Rhodes (2021) also found similar results. These studies supported the hypothesis that the excessive working hours could harm the employee well-being.

This finding also contradicted Moortel, Thévenon, Witte, & Vanroelen (2017), who discovered that long hours at work had a favorable impact on both male and female employee well-being. However, a previous study showed that workplace psychological indicators of internal health and sickness were reflected in the employees' physical well-being (Stankevičienė, Tamaševičius, Diskienė, Grakauskas, & Rudinskaja, 2021). Individuals were considered to be in a state of well-being when they were content (Guest, 2017). The outcome of an individual's interaction with others had a significant role in the relationship between the working hours and well-being. It was because each person's daily conditions, such as how much work they performed and how much time they spent relaxing, were unique. One of the key elements in describing the psychological well-being, according to Ryff & Singer (2013), was through the progress and achievement influenced by one's environment.

The sixth hypothesis proposes that the work-life balance mediates the effect of working hours on the employee well-being. The results show that it has a p-value of 0.585, bigger than 0.05 and the t-statistics is 0.559. These results indicate that the sixth hypothesis cannot be supported empirically. This finding confirms that a full mediation in the working hours does not influence the employee well-being, with or without the work-life balance as the mediating variable. The employee well-being depended on the separation of work and personal life (Tucker & Folkard, 2012).

A previous study found a relationship between the working hours and the well-being and a national context (Başlevent & Kirmanoğlu, 2014). The study demonstrated that the national level of “being anxious about job loss” influenced the relationship between the inadequacy of working hours and mental health (Başlevent & Kirmanoğlu, 2014). However, the Local Government-Owned Water Utility of Pontianak City did not appear to be concerned about these issues. Most of their workers could continue working until they reached the retirement age. The employees’ preferences for working hours might also influence how work hours affected their well-being (Hilfiker-Kleiner, Haghikia, Nonhoff & Bauersachs, 2015). The majority of the workers at the company agreed that the predetermined working hours were reasonable and sufficient. Another study discovered that having interests helped to mitigate the detrimental impact of lengthy working hours on the mental health (Li *et al.*, 2019).

The seventh hypothesis proposes that the work-life balance mediates the effect of job burnout on the employee well-being. The results show that it has a p-value of 0.025, smaller than 0.05 and the t-statistics is 2.247. These results indicate that the seventh hypothesis can be supported empirically. This finding concludes that the work-life balance has a partial mediation in the relationship between job burnout and employee well-being. Thus, the job burnout could affect the employee well-being, with or without being mediated by the work-life balance.

Negative indicators such as tension and weariness might be used to assess one’s own level of well-being (Guest, 2017). This highlighted how a person’s poor psychological health might cause them to have a negative perception of their environment, leading them to experience burnout. The company’s environment and interpersonal relationships among the workers at the company could be well-maintained depending on the circumstances and situations. Additionally, the workers who enjoyed their work were those who could enjoy their weekends without being bothered by their work at the office. According to Kelly, Soles, Garcia, & Kundu (2020), the workers whose employers cared about their employees well-being reported that they did not experience burnout. Gorji (2011) added that the employees might feel burnout due to the poor work environment. Moreover, Adil & Baig (2018) highlighted that the work-life imbalance could lead to the burnout, which could severely impact the employee well-being.

## 5. CONCLUSION, SUGGESTION, AND LIMITATION

The results of this study reveal that the job burnout has a significant effect on both the work-life balance and employee well-being. However, the working hours does not have a significant effect on both the work-life balance and employee well-being. Additionally, the work-life balance has a significant effect on the employee well-being. Furthermore, this study confirms that the work-life balance is able to mediate the effect of job burnout on the employee well-being, but it is not able to mediate the effect of working hours on the employee well-being.

This study presents sheds new light on the complex relationships between working hours and work-life balance among the employees at Local Government-Owned Water Utility of Pontianak City. Future researches are recommended to employ a dual assessment of working hours, encompassing both organizational structure and individual flexibility preferences, to improve the understanding. Additionally, this study highlights the burnout as a significant factor influencing the work-life balance and overall employee well-being. The burnout is a result of professional commitment which disrupts the work-life balance of the employees. From a practical

perspective, this study emphasizes the positive impact of maintaining the work-life balance on the employees' psychological well-being, encouraging the organizations to support the work-life balance as a means to minimize conflicts and improve their mental health. Furthermore, the work-life balance which partially mediates the relationship between burnout and employee well-being emphasizes the complex interplay and implies potential possible methods for intervening and providing support within the workplace.

Based on the research findings, the Local Government-Owned Water Utility of Pontianak City is suggested to prioritize employee retention by addressing the work-life balance and mitigating the job burnout. Organizational efforts should aim to reduce the job burnout and enhance the employee well-being, thereby contributing to a healthier and more motivated employees.

This study has several limitations. During the study analysis, the researchers noted that many employees at the Local Government-Owned Water Utility of Pontianak City encountered challenges in responding to online queries due to limited technological skills. Additionally, there were missed communication and minimum participation from the respondents caused by factors such as poor responses and a lack of attention to the WhatsApp group. These limitations should be considered by future researchers intended to study the research objects.

There are several recommendations for future researches. First, future researchers are suggested to incorporate a wider and more diverse participant pool to fully understand how the work-life balance and job burnout impact the employee well-being, thereby enhancing the findings' applicability. Second, future researches are suggested to explore contemporary factors and events that influence the employee well-being which can highlight changing dynamics of the work-life balance and job burnout. Third, future researches are suggested to increase the range of variables in the proposed model– including working hours preferences, work-life boundaries, work-family conflict, work pressure, and social support, which can offer a more holistic understanding of the factors influencing the employee well-being. Lastly, future researches are suggested to employ qualitative research methodologies, such as in-depth interviews, which hold the potential to uncover richer insights into the employees' personal experiences, perceptions, and coping mechanisms concerning the work-life balance and job burnout.

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