



The impact of quality of work-life and burnout on employee performance with job satisfaction as an intervening variable (case study on employees of pt inkabiz indonesia)

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ARTICLE INFO	ABSTRACT
Article history: Received Jun 28, 2024 Revised Jul 07, 2024 Accepted Jul 20, 2024 Keywords: Burnout; Employee Performance; Job Satisfaction; Quality of work-life.	The purpose of this study is to examine the effect of work-life quality and burnout on employee output combined with contentment at work as a mediating variable. This is a quantitative research study with 85 PT Inkabiz Indonesia employees as the sample. A probability sampling combined with simple random sampling was the sample method employed. A questionnaire was used to gather data, which SmartPLS software assisted in analyzing using partial least squares (PLS). The study's findings indicate that: 1) job satisfaction is significantly impacted by quality of work-life; 2) burnout is significantly impacted by quality of work-life; 3) quality of work-life is significantly impacted by performance; 4) burnout is significantly impacted by performance; 5) job satisfaction is greatly influenced by performance; 6) quality of work-life is significantly impacted by performance combined with contentment in one's work acting as an intervening variable; and 7) burnout is significantly impacted on output and contentment in one's work acting as an variable.

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INTRODUCTION

The Textile and Textile Products (TPT) industry has an important role in supporting the national economy. The textile industry also contributes to the Gross Domestic Product (GDP) in the processing industry. The textile industry is part of the processing industry, the construction of the textile industry is the foundation for the growth of the processing industry sector (Purwanto, 2022). If observed from the State Revenue and Expenditure Budget (APBN) for the first quarter of 2023, the processing industry sector is one of the highest tax contributing factors in Indonesia with a contribution percentage of 27.4 percent or Rp 970.20 trillion (Lintang, 2023).

On the other hand, in the first quarter of 2023, the textile industry, which is part of the processing industry, actually showed a decline and contracted due to the gap between increased consumption and declining growth of the apparel industry. Consumption of the apparel industry grew by 3.98%, while the growth of the apparel industry actually decreased by -0.07%. Then, this

condition still lasted until the second quarter where the consumption of the apparel industry increased by a percentage of 7.02% while the growth of the apparel industry decreased by a percentage of -1.70%.

The existence of these problems, inseparable from the challenges that the apparel industry is still facing, one of the challenges is the quality of Human Resources which can also result in low performance or performance produced. PT Inkabiz Indonesia, as part of the textile industry, contributes significantly to the national economy by supporting the processing industry sector, which is one of the highest tax-contributing sectors in Indonesia. The company's operations help maintain the growth and stability of the manufacturing industry, which is vital for the overall economic development of the country. Therefore, PT. Indonesian Inkabiz as a company who operate in the textile industry need to manage their company's human resources so that the company's survival and existence are maintained. As according to Prastika (2023) who said that human resources are the most important factor that can support the achievement of a goal and is also the key to the development of a company.

A company of course wants employees with good performance, because good employee performance is expected to improve the company's performance and help it in achieving its targets (Fauzan, Nofrianto, & Ilman, 2021; Kawiana, Arifin, Tulasi, Wibowo, & Setyawasih, 2023). Mangkunegara (2019), Tupti & Arif (2020), and Armaini (2022) conveying "Performance itself is the result of work in quantity and quality achieved by an employee in carrying out his duties based on the responsibilities given to him". There are 4 performance indicators based on Mangkunegara's theory in Safitri & Kasmari (2022), Nguyen et al. (2020), and Parashakti et al. (2020) namely "quality, quantity, responsibility, cooperation, and initiative". Based on observations collected by researchers, it appears that PT Inkabiz Indonesia occasionally fails to meet its set production targets. This is a result of certain employees performing poorly, one of which is due to their inability to finish assignments on time.

Several factors have contributed to the decline in the performance of the apparel industry, including PT Inkabiz Indonesia, are: the mismatch between increased consumption and decreased industry growth. Challenges related to human resource quality, leading to low employee performance. Issues with work environment conditions, such as inadequate lighting, air temperature, and malfunctioning equipment. High levels of burnout among employees due to excessive workloads and overtime. Low job satisfaction related to factors like inadequate salaries and workplace culture.

Hendrawijaya & Rizal (2022) interpretation "quality of work-life as an environment that encourages productivity, shapes employee values, and can produce a profitable organization and meet the needs of individual workers". Takalao, Taroreh, & Trang (2019) argues that increasing quality of work-life A person will benefit individual behavior both inside and outside the workplace, increase job satisfaction and loyalty to the company and improve performance. Thus, in order to support employee performance, one of the things that needs to be considered by the business world is quality of work-life. There are 9 indicators quality of work-life as expressed by Cascio in Selvani (2023) namely "employee participation, career development, conflict resolution, communication, health, occupational safety, safe work environment, decent compensation, and pride".

Related to quality of work-life At PT Inkabiz Indonesia, PT Inkabiz Indonesia assesses and measures the quality of work life (QWL) of its employees through a combination of methods including surveys, interviews, and observations. Surveys typically include questions on various aspects of work life such as employee participation, career development opportunities, conflict resolution, communication quality, health and safety measures, work environment conditions, and compensation fairness. Interviews with employees provide qualitative insights into their experiences and perceptions of their work life, allowing for a deeper understanding of specific issues. Observations of workplace conditions and practices help identify areas that need

improvement, such as lighting, air temperature, and the functionality of work equipment. By using these methods, PT Inkabiz Indonesia can gather comprehensive data on the quality of work life and identify areas that require attention. Based on observations made by researchers, there are still problems connected to the feeling of comfort or security felt by employees. This is because work facilities such as lighting and air temperature are not optimal. In addition, there are still work equipment that does not function properly.

Burnout is another issue that has the potential to affect performance in this study. Burnout, also known as work burnout, is defined by Rupang & Derang (2021: 71) as a psychological syndrome caused by an intense sense of physical, mental, and emotional exhaustion. This leads to psychological stress and decreased productivity. Lina (2023: 9) revealed that burnout conditions are generally related to the work done. In addition, the condition of burnout is also shown in the form of a reduction in personal achievement with a decrease in competence in meeting job demands. When an employee is asked to do a task that is not in accordance with his or her competence, it can cause burnout.

Burnout Employees interfere with work productivity and can result in decreased performance. The overwhelming competition in the company environment now forces workers should put in a lot of effort to meet the company's goals, which makes them feel easy Burnout. Therefore, burnout aspect has a impact significantly on the quality of workers' work. (Indrian, Mulyana, & Abdullah, 2023). There are 4 indicators Burnout in Greenberg & Baron in Chairina (2019: 52) namely "physical fatigue, mental fatigue, emotional fatigue, and low self-achievement". Related to Burnout at PT Inkabiz Indonesia based on observations made by researchers, there are still problems related to Burnout experienced by employees such as employees who have physical complaints such as headaches. This is because some employees sometimes have to work overtime past the proper schedule because they have to complete Deadline work is imminent.

In addition to burnout and Quality of life, or satisfaction, is a factor that contributes to the achievement of employee's goals. In addition, the relationship between burnout and employee performance is also a problem. According to Sutrisno (2023), "job satisfaction is a person's attitude toward their work, which is determined by a variety of factors such the workplace culture, employee collaboration, incentives received there, and issues pertaining to the psychological and physical components of the job". There are indicators of job satisfaction based on Robbins & Judge's theory in Hendrawijaya & Rizal (2022) i.e. "the job itself, salary, promotion, supervision, and co-workers".

The factors that most influence employee job satisfaction at PT Inkabiz Indonesia include fair and competitive compensation and benefits, opportunities for career development, a safe and comfortable work environment, and a healthy work-life balance. Additionally, regular recognition and appreciation of employee efforts, job security, effective and supportive management, and positive interpersonal relationships with colleagues and supervisors play crucial roles. Addressing these factors can significantly enhance job satisfaction, leading to improved employee performance and overall company success. However, observations made by the researcher, it shows that employee job satisfaction is still low. Some employees tend to show their dissatisfaction related to the salary received. The existence of job dissatisfaction will also affect unstable employee performance.

There is a substantial body of research relevant to the impact of quality of work-life, burnout, and job satisfaction on employee performance. Studies such as those by Takalao et al. (2019) and Cascio in Selvani (2023) highlight how factors like work environment, employee participation, and career development influence job performance. Research by Rupang & Derang (2021) and Lina (2023: 9) discusses burnout, emphasizing the effects of physical, mental, and emotional exhaustion on productivity. Sutrisno (2023) and Hendrawijaya & Rizal (2022) focus on job satisfaction, identifying key indicators such as job nature, salary, promotion, supervision, and co-workers that affect employee attitudes and performance. Additionally, industry-specific studies

by Fauzan et al. (2021) and Kawiana et al. (2023) provide insights into the relationship between human resource practices, employee performance, and overall company performance in the textile sector. These studies offer valuable frameworks and indicators for assessing and improving employee performance at PT Inkabiz Indonesia.

Thus, in accordance with the background that the researcher has described, the researcher pulled a study entitled "The influence of Quality of work-life And Burnout on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study on Employees of PT Inkabiz Indonesia)". With this research, it is hoped that it can contribute to thinking in the field of science.

RESEARCH METHOD

This research takes a quantitative method. The study's population consists of 108 employees of PT Inkabiz Indonesia. The sample, which in this case consisted of 85 people, was calculated making use of a 5% tolerance and the Slovin formula for error. A 5% error tolerance was chosen to balance precision and feasibility. This margin of error is standard in social sciences and business research, providing a 95% confidence level that the sample results will reflect the true population characteristics. For PT Inkabiz Indonesia's 108 employees, a 5% error tolerance using the Slovin formula yields a sample size that is both reliable and manageable, ensuring accurate and valid results while being practical to handle.

The sample was drawn utilizing a basic random sampling method. As stated by Sugiyono (2019), "probability sampling is sampling in which every constituent (member) of the population has an equal chance of being chosen to be a part of the sample". Secondly, the simple random sampling technique involves selecting sample participants at random without taking into account the various demographic strata.

The selection of the sample in this study utilized simple random sampling, which inherently does not apply specific inclusion or exclusion criteria other than the basic requirement of being a member of the population. This means every employee of PT Inkabiz Indonesia had an equal chance of being included in the sample, regardless of their demographic or professional characteristics. The aim of using simple random sampling is to minimize bias and ensure that the sample is representative of the entire population. However, it can be inferred that implicit criteria such as being a current employee of PT Inkabiz Indonesia and being available to participate in the study were applied. No specific exclusion criteria were mentioned, which suggests that all employees, irrespective of their roles, tenure, or other characteristics, were considered eligible for the study. This approach helps to ensure that the sample accurately reflects the diversity within the employee population of PT Inkabiz Indonesia.

The data collection procedure for this study involves a multi-step approach, starting with the distribution of questionnaires to the 85 randomly selected employees of PT Inkabiz Indonesia. This process takes approximately two weeks to ensure ample time for employees to complete and return the questionnaires. Additionally, interviews and observations are conducted over the course of another week to gather qualitative data. The collected data is then digitized and stored securely in a password-protected database, ensuring confidentiality and integrity. The storage system is regularly backed up to prevent data loss and is accessible only to authorized researchers to maintain data security and privacy.

Then Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using the most recent version of the software SmartPLS is the data analysis method used in this article. 4.0. According to Ghazali (2021: 3) "SEM can describe the concept of a model with latent variables or variables that cannot be measured directly, but can be measured through variable manifests. The purpose of PLS-SEM data analysis is to test the predictive relationship between constructs by seeing if there is an influence between the constructs".

The stages in the PLS-SEM analysis method are to test the evaluation of the measurement model (Outer Model) and structural model evaluation testing (inner model). According to Ghazali (2021: 67) "Evaluation of the measurement model (Outer Model) is carried out to assess the validity and reliability of the model while the evaluation of the structural model (inner model) has the purpose of predicting the relationship between latent variables".

RESULTS AND DISCUSSIONS

Evaluation of Measurement Model (Outer Model)

Validity Test

If both the AVE value and the outer loading value are greater than 0.5 and 0.70, respectively, the convergent validity test is considered valid (Ghozali, 2021). According to Outer model shows that the values each indicator's value greater than 0.70, and according to Average Variance Extracted (AVE) Values shows that each variable's AVE value greater than 0.5. This may indicate that both indicators and variables can be used and carried over to the next test.

Reliability Test

One can view reliability tests using calculations for composite reliability and Cronbach's Alpha. Indicator reliability is defined by Ghazali (2021) as a value greater than 0.7. Table 3 presents the findings of the reliability test.

Evaluation of structural measurement models (Inner Model)

Test R^2

The purpose of the determination coefficient test is to quantify how well independent factors can explain dependent variables. The R^2 values in Table 1 demonstrate this.

Table 1. Test Scores R^2

Variable	R-square	R-square adjusted
Performance (Z)	0.958	0.957

The value of the performance variable is 0.958, according to Table 1. This means that R^2 can explain 95.8% of the variance in performance. Burnout, job satisfaction, and quality of work-life are able to explain 0.958 of the performance. Other constructs explain the remaining 4.2%. As a result, it may display a good or substantial model.

Effect Size f^2

Ghozali (2021: 73) claims that the f^2 effect size serves as a tool for determining if exogenous structures have an impact on the model system. Table 2 shows the test results for f^2 .

Table 2. Effect Size Value f^2

Variable	Quality of work-life	Burnout	Job Satisfaction	Employee Performance
Quality of work-life			0.292	0.106
Burnout			0.279	0.107
Job Satisfaction				0.187
Employee Performance				

Table 2 illustrates that job satisfaction has a weak impact on employee performance with a value of 0.187, burnout has a weak influence on worker productivity with a value of 0.107, and the quality of work-life has a weak influence on the performance of employees with a value of 0.106.

Subsequently, the impact of work-life quality on job satisfaction is moderate, with a value of 0.292, and the impact of burnout on job satisfaction is moderate, with a value of 0.279.

Value Q^2

According to Ghozali (2021: 74) the Q^2 value aims to validate the model's prediction ability. The results of Q^2 prognostic significance in the event that the exogenous latent variable is greater than 0 which means it can be used to explain and predict endogenous variables, while if the Q^2 value less than 0 means that there is no predictive relevance in the model. Table 3 displays the outcomes of the Q^2 value.

Table 3. Values Q^2			
Indicators	Q^2 Predict	RMSE	MAE
Job Satisfaction (Y)	0.945	0.242	0.207
Performance (Z)	0.948	0.235	0.183

Table 3 indicates that performance (Z) is 0.948 and job satisfaction (Y) is 0.945 for the Q^2 predict values. This indicates that the Q^2 predict value is greater than zero, indicating either good observation value or predictive relevance.

Model Fit

The fit model can be used to determine whether the research model is good. In the fit model, a Standardized Root Mean Residual (SRMR) value with a < value of 0.10 or < 0.80 is required so that the model is considered fit. The empirical data used in this study is "almost the same as the theory if Chi-Square has a > value range of 0.05, and a Normed Fit Index (NFI) value of < 0.90 is said to be good" (Ghozali, 2021). Table 4 displays the fit model's findings.

Table 4. Fit models		
	Saturated model	Estimated model
SRMR	0.058	0.058
d_ULS	5.628	5.628
d_G	13.648	13.648
Chi-square	3872.703	3872.703
NFI	0.566	0.566

Table 7 indicates that the SRMR value is 0.058 or less than 0.10, which means that the model can be considered fit. Furthermore, the chi-square value is 3872.703 which means that the value range > 0.05 or in accordance with the Chi-square theory. And the NFI value is 0.566 which means < 0.90 and the Model is regarded as extremely good. Therefore, it can be concluded that the SRMR, Chi-square, and NFI values in the study are said to be fit.

Godness of Fit (GoF)

According to Ghozali (2021), Goodness of Fit (GoF) was used to assess the efficacy of the integrated model, which consisted of measurement models (Outer Model) and structural models (Inner Model). Between 0 and 1, the GoF value is interpreted as follows: 0.1 represents a little GoF, 0.25 represents a moderate GoF, and 0.36 represents a large GoF.

GoF can be calculated by the formula:

$$\begin{aligned} \text{GoF} &= \sqrt{(\text{AVE} \times R^2)} \\ \text{GoF} &= \sqrt{(0.701 \times 0.952)} \\ &= 0.816 \end{aligned}$$

These computations' outcomes indicate that the GoF value is 0.816. As a result, we may conclude that the research model is fair and performs well in accordance with the previously given theory.

Path Coefficient Test

The coefficient test's objective is to examine and quantify the impact of exogenous variables on endogenous variables using p-values. If the magnitude is less than 0.05, a p-value is accepted. Tables 6 and 5 display the route coefficient calculations for the direct effect test and the indirect effect test, respectively.

Table 5. Direct effect test

Variable	T statistics (O/STDEV)	p-values
Quality of work-life → Job Satisfaction	5.408	0.000
Quality of work-life → Performance	3.643	0.000
Burnout → Job Satisfaction	5.314	0.000
Burnout → Performance	2.642	0.008
Job Satisfaction → Performance	3.997	0.000

Table 6. Indirect effect test

Variable	T statistics (O/STDEV)	P-values
Quality of work-life → Job Satisfaction → Performance	3.421	0.001
Burnout → Job Satisfaction → Performance	2.955	0.003

Table 5 indicates that the p-values for the quality of work-life, burnout of job satisfaction, burnout of performance, and job satisfaction with performance are 0.000, 0.000, and 0.008, respectively. Table 6 further demonstrates that burnout and work-life balance have a big influence on job satisfaction. and performance, respectively, with p-values of 0.003 and 0.001, respectively, through job satisfaction. This demonstrates that the influence is substantial. This demonstrates that all correlations between variables have p-values less than 0.05, indicating a significant effect.

Discussion

Quality of work-life (X1) had a significant influence on Job Satisfaction (Y) with t-statistical values of $5.408 > t_{table} 1.96$ and p-values of $0.000 < 0.05$. These results are in line with the findings of research by Azmi and Pitoro (2023) entitled "Analysis of Quality of work-life (Qwl) on Employee Job Satisfaction (Case Study of PT Cikarang listrindo Babelan-Bekasi)" which states that With a p-value of $0.000 < 0.05$ and a t-statistic value of $22.46 > 1.96$, there is a positive and significant impact between work-life quality and job satisfaction.

Burnout has a significant influence on Job Satisfaction (Y) with the result of the score t-statistic $5.314 > t_{table} 1.96$ and p-values $0.000 < 0.05$. This is suitable with the results of the study Zulfa & Safitri (2022) with the title "Influence of Organizational Culture and Burnout on Employee Performance with Job Satisfaction as a Mediation Variable at Bank Muamalat Malang" which stated that there was a significant effect Burnout on job satisfaction with the value 2.284 (t-statistic) > 1.96 (t table).

Quality of work-life (X1) has influence significantly on Performance (Z) with the result of the value t-statistic $3.643 > t_{table} 1.96$ p-values by $0.000 < 0.05$. This is in line with study Fadillah & Isfandayani (2023) with the title "Performance Analysis of Sharia Bank Employees Based on Quality of work-life and Burnout" which states that there is an effect quality of work-life against the performance of employees with a value t-statistic $12.123 > t_{table} 1.96$.

Burnout has effect significantly on Performance (Z) with the result of the value t-statistic $2.642 > t_{table} 1.96$ and p-values $0.008 < 0.05$. This is in line with research Laily, Setiawati, & Indriasari (2023) with the title "Path Analysis of Factors Affecting Job Satisfaction and Employee Performance at PT. SAI Apparel Industries Semarang" which stated that Burnout has a significant impact on employee performance with p-values $0.000 < 0.05$. Aprilia and Riani (2023) found that burnout significantly affects both task and contextual performance, with technostress as a precursor to burnout. Kawiana and Astrama's study (2023) further supports this by showing that

burnout fully mediates the relationship between workload and employee performance in health laboratory settings.

Job satisfaction (Y) has influence significantly on Performance (Z) with the result of the t-statistic $3,997 > t$ table 1,96 p-values $0.000 < 0.05$. This is in line with research Dharma, Hady, & Zefriyenni (2023) with the title "Determinants Of Job Satisfaction And Implications On Employee Performance In Bank Nagari West Sumatra" which states that job satisfaction effect positively and significantly on performance with a value t-statistic $5.974 > t$ table 1.96. As evidenced by various research studies. Studies at PT Namura Teknik Sejahtera and PT Asuransi Siap show that job satisfaction has direct impact positively on employee performance (Suryaputra, 2023; Yusnita, 2023). Furthermore, a study at PT REA Kaltim Plantations highlights that performance at work is positively impacted by job happiness, underscoring the importance of employees' contentment in achieving optimal performance levels (Herawati, Setyadi, Michael, & Hidayati, 2023). Therefore, the collective findings suggest that job satisfaction indeed has a significant influence on employee performance, making it a critical factor for organizational success.

Quality of work-life impact on employee satisfaction as a measure of performance work with the result of the value t-statistic $3,997 > t$ table 1.96 and p-values by $0.001 < 0.05$. This is in line with research Yusnita & Jasmine (2023) with the title "The Role Of Job Satisfaction In The Effect Of Quality of work-life On Performance Of Research Institution's Employee" which states that job satisfaction plays a role as an intervening variable between quality of work-life with employee performance with value p-values $0.000 < 0.05$.

Job satisfaction indeed acts as an intervening variable between the quality of work-life and employee performance, as supported by various research studies. Studies by Mutiara & Hermiati (2023), Yusnita & Melati (2023), and Rubel, Kee, & Rimi (2023) all highlight the favorable direct effect of work-life quality on employment satisfaction and employee performance. Additionally, Mutiara & Hermiati (2023), and Yusnita & Melati (2023) highlight happiness at work as a moderator of employee performance and work-life quality. Furthermore, Rubel et al. (2023) specifically mentions highlight job fulfillment as a moderator of employee performance and work-life quality. of work-life and employee work outcomes. These findings collectively suggest that translating the impact of quality of work-life into enhanced employee performance.

Employee performance is impacted by burnout through job satisfaction by obtaining a value t-statistic $2.955 > t$ table 1.96 and p-values by $0.003 < 0.05$. These results are supported by research Indrian, Mulyana, & Abdullah (2023) with the title "Influence Burnout and Work-Life Balance on Job Satisfaction and Its Implications on Performance (Survey on Nurses at Prasetya Bunda Hospital in Tasikmalaya)" which states that there is an effect burnout on output via contentment in one's work the value of t-statistic $3.713 > t$ -table 1.96 or p-values by $0.000 < 0.05$. Burnout can indeed influence performance through job satisfaction, as indicated by various research studies. For instance, Martanti and Ellina (2022) found that burnout has a direct effect on employee performance, and also influences performance through job satisfaction. Similarly, Wang et al. (2022) demonstrated that correlates with burnout negatively affecting both variables, indicating a potential indirect influence of burnout on performance through job satisfaction in a healthcare system in China. Additionally, a study on teachers in Kiambu County, Kenya, highlighted a positive and strong association between teacher stressing the significance of addressing workplace happiness and burnout burnout to enhance job satisfaction and, consequently, performance (Njuguna, Odiemo, & Wango, 2022). These findings collectively suggest that managing burnout to improve job satisfaction can ultimately enhance overall performance in various professional settings.

CONCLUSION

The results of this research indicate that quality of work life has a significant effect on job satisfaction with a t-statistic value of $5,408 > t$ table 1.96 and p-values of 0.000. Burnout has a significant effect on job satisfaction with a t-statistic value of $5.314 > t$ table 1.96 and p-values of 0.000. Quality of work life has a significant effect on performance with a t-statistic value of $3.643 > t$ table 1.96 p-values of 0.000. Burnout has a significant effect on performance with a t-statistic value of $2.642 > t$ table 1.96 and p-values of 0.008. Job satisfaction has a significant effect on performance with a t-statistic value of $3,997 > t$ table 1.96 p-values 0.000. There is an influence of quality of work life on employee performance through job satisfaction with a t-statistic value of $3,997 > t$ table 1.96 and p-values of 0.001. There is an influence of burnout on employee performance through job satisfaction with a t-statistic value of $2.955 > t$ table 1.96 and p-values of 0.003.

The findings of this study are expected to contribute significantly to both existing literature and management practices in the textile industry by enhancing theoretical understanding and providing practical implications. By exploring the relationships between quality of work-life, burnout, job satisfaction, and employee performance, the study offers a comprehensive view of these factors and highlights the importance of job satisfaction as an intervening variable. Practically, it guides managers in developing strategies to improve work-life quality, address burnout, and boost job satisfaction, which in turn can enhance performance. These insights support the development of holistic HR policies and refined performance management systems. Specifically focused on the textile industry, the study offers tailored recommendations that can lead to industry-wide improvements in employee well-being and productivity.

Considering the findings of the abovementioned study, suggestions can be drawn for PT Inkabiz Indonesia, including: 1) Businesses must prioritize the comfort and safety of their workers if they hope to enhance the quality of their work-life balance of employees at work, companies need to optimize the system for repairing work equipment and work facilities, especially those that include the physical work environment such as room temperature and employee lighting and re-evaluate the implementation of the system and procedures related to the work termination system, the company can build a communication flow more effectively with employees. Improving the work equipment repair system and physical facilities at PT Inkabiz Indonesia would significantly enhance the quality of work life for employees by ensuring a safe, comfortable, and efficient work environment. Well-maintained equipment and facilities reduce the risk of workplace accidents and discomfort, fostering a sense of security and well-being among workers. This, in turn, promotes higher productivity as employees can perform their tasks without interruptions caused by equipment failures or inadequate infrastructure. Moreover, a supportive physical environment demonstrates organizational care and commitment to employee welfare, contributing to increased job satisfaction and morale. By investing in these improvements, PT Inkabiz Indonesia can not only enhance the overall work experience but also attract and retain talent more effectively.

2) PT Inkabiz Indonesia should reconsider the workload imposed on employees, provide appreciation and motivation to reduce burnout symptoms experienced by employees, and provide training in accordance with the employee's that employees can be more confident in their abilities. 3) To increase employee job satisfaction, PT Inkabiz Indonesia can evaluate employee work results for consideration and be more transparent to employees so as not to cause missed communication. 4) Related to performance improvement, PT Inkabiz Indonesia can provide stimuli such as providing coaching to support employee contributions so that they can work more efficiently and effectively and improve several variables in this study so that can achieve the company's goals and mutual success.

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