

# THE IMPACT OF EMPLOYEE WELL-BEING, BURNOUT, AND WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (A STUDY ON THE EMPLOYEES OF PT PABRIK KERTAS TJIWI KIMIA)

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## Abstract

This study provides a comprehensive examination of how employee well-being, burnout, and work-life balance influence employee productivity, with job satisfaction incorporated as a mediating variable within the high-intensity manufacturing environment of PT Pabrik Kertas Tjiwi Kimia Tbk. Employing a quantitative explanatory design and Partial Least Squares–Structural Equation Modeling (PLS-SEM), the study analyzed responses from 218 employees from supply chain division who were selected through random sampling. The findings reveal that employee well-being and work-life balance have significant positive effects on productivity, whereas burnout has a significant negative effect. Job satisfaction operates as a key mediator, strengthening the effects of well-being and work-life balance while buffering the detrimental impact of burnout. Theoretically, the results reinforce the relevance of Job Demands–Resources Theory and Social Exchange Theory in explaining psychosocial mechanisms underlying work performance. Practically, the study highlights the need for well-being-oriented management strategies, burnout prevention, and enhanced work-life integration to sustain high productivity within manufacturing organizations.

**Keywords:** *employee well-being, burnout, work-life balance, job satisfaction, employee productivity.*

## INTRODUCTION

The accelerated adoption of Industry 4.0 technologies, automation, and digitalization has transformed the character of the global manufacturing industry. This growing complexity and dynamism have positioned employee productivity as a strategic issue requiring serious attention. Various international reports indicate a slowdown in labor productivity across many countries, including Indonesia, which experienced fluctuations in performance throughout 2018–2022 due to supply chain disruptions, shifts in work patterns, and global economic pressures (ILO, 2025; BPS, 2024). In a more specific context, large manufacturing organizations such as PT Pabrik Kertas Tjiwi Kimia Tbk face productivity challenges that are not solely related to technical production processes but also to the behavioral dynamics of their workforce. The company's operational reports from the past two years reveal instability in achieving production targets and a decline in individual work effectiveness across several key divisions, despite the implementation of efficiency policies and target-based operational management (Khotimah & Swasti, 2024). This indicates that productivity is not merely a function of work structure and procedures but is also influenced by the psychological conditions and well-being of employees who operate in a dense and high-pressure work environment.

Amid these complexities, there is growing attention toward the importance of employee well-being as a fundamental determinant of organizational performance. Recent studies emphasize that healthy emotional, psychological, and social well-being supports retention, motivation, and work effectiveness, while the inability to maintain employee well-being can significantly reduce morale and productivity (Putri, Lazuardi, & Yeni, 2025). In labor-intensive organizations such as PT Pabrik Kertas Tjiwi Kimia—where employees face high-intensity demands, crowded work settings, and rotating schedules—low employee well-being has the potential to create psychological dissonance that broadly affects work behavior. These psychological pressures intensify as job complexity and role ambiguity increase, both of which are inherent in large-scale production systems. In addition, burnout has emerged as a psychosocial issue posing serious challenges to the stability of workforce productivity, especially in work environments characterized by tight deadlines, multitasking burdens, and daily output expectations. Burnout is marked by chronic emotional exhaustion, depersonalization, and reduced personal accomplishment—phenomena that

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have been widely evidenced to have destructive impacts on work spirit, organizational loyalty, and output quality across various industries (Marecki, 2023; Maslach & Jackson, 1981). In line with the Job Demands–Resources (JD–R) framework, an imbalance between job demands and job resources exacerbates burnout risks, particularly when job autonomy, skill development opportunities, and managerial support are insufficient (Bakker & Demerouti, 2017). In the context of Tjiwi Kimia, the nature of manufacturing work—with its fast-paced rhythm and pressure-based task structure—underscores the urgency of addressing burnout as a strategic variable affecting productivity continuity.

Furthermore, work-life balance has become a global concern that has intensified in the post–COVID-19 era. The balance between work demands and personal life has been shown to significantly influence psychological conditions, fatigue levels, and the long-term stability of work behavior (Apriliani & Mukhsin, 2024). In manufacturing settings characterized by long working hours and shift structures, work-life imbalance frequently acts as a chronic stressor that lowers job satisfaction and productivity. Literature suggests that role imbalance not only triggers work–life conflict but can also contribute to interpersonal conflicts, weakened intrinsic motivation, and mild depression that disrupts day-to-day performance (Marecki, 2023). This phenomenon is also relevant to PT Pabrik Kertas Tjiwi Kimia, considering the high production pressures and limited personal space experienced by many operational-level employees.

In this context, job satisfaction plays a crucial role as a psychological mechanism linking employees' psychosocial conditions to their actual productivity. From the perspective of Social Exchange Theory, job satisfaction reflects the quality of social exchanges between employees and the organization, shaped by perceptions of fairness, support, and rewards received (Cropanzano et al., 2017). Several studies show that job satisfaction strengthens the positive effects of employee well-being and work-life balance on productivity, while reducing the negative impact of burnout (Stankevičienė et al., 2021; Kurnia & Widigdo, 2021). Therefore, understanding how job satisfaction mediates the relationships among these psychosocial variables becomes essential for explaining workforce productivity dynamics more comprehensively.

Although many studies have examined the relationships between employee well-being, burnout, work-life balance, job satisfaction, and productivity, the empirical literature still shows inconsistent findings. Some studies find a significant relationship between employee well-being and productivity (Adams, 2019; Kreket et al., 2019; Nielsen et al., 2017; Yan et al., 2020; Rabuana & Yanuar, 2023), while others report no significant effect (Kalfaoglu, 2024). Similar inconsistencies appear for burnout, with several studies confirming a significant negative effect on productivity (Ali et al., 2024; Amer et al., 2022; Kurain, 2024; Ateeq et al., 2024), whereas Cooke et al. (2016) find otherwise. Regarding work-life balance, many studies report significant positive relationships with employee productivity (Tamunomiebi & Oyibo, 2020; Roopavathi & Kishore, 2021; Marecki, 2023; Wolor, 2020), but findings from Nugroho (2024) and Jannah (2024) contradict these results. Job satisfaction also shows similar inconsistency, as some studies support a significant positive effect (Okolocha, 2021; Tarigan et al., 2022; Utar et al., 2021; McNeese Smith, 2022), while others report differing results (Goetz et al., 2022; Potipiroon et al., 2024). These inconsistencies suggest that the relationships among these variables are not universal but are influenced by organizational contexts, job characteristics, individual differences, and the presence of mediating or moderating factors.

Previous studies (Yang, 2024; Bashir et al., 2024; Pramudya et al., 2023; Ejaz et al., 2022; Kosek et al., 2022; Kray et al., 2021; Abdullah et al., 2021) have found that job satisfaction can mediate the relationship between employee well-being and employee productivity; yet, Agustianis et al. (2023) report insignificant results. Similar discrepancies appear concerning the mediating effect of job satisfaction on the relationship between burnout and productivity (Saputra, 2024; Li et al., 2022; Song et al., 2020; Nizam et al., 2025). Interestingly, the most notable inconsistencies arise in the relationship between work-life balance and productivity through job satisfaction. Some studies (Izharuddin, 2024; Nadhilah & Setiawan, 2024; Suci et al., 2022) find significant effects, whereas Maharani & Nugraha (2023) report otherwise. The research gap becomes more evident when considering the limited literature focusing on labor-intensive manufacturing sectors, where most prior studies are conducted in healthcare, education, or public service contexts. Furthermore, very few studies integrate employee well-being, burnout, work-life balance, job satisfaction, and productivity simultaneously within a structural mediation model. This condition creates a strong academic urgency to conduct empirical research that examines the multidimensional interrelationships among these variables within the manufacturing industry, particularly in a large-scale organization such as PT Pabrik Kertas Tjiwi Kimia Tbk, which is confronted with productivity pressures and intensive work dynamics.

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## THEORETICAL FRAMEWORK

The theoretical framework of this study is built upon the integration of five major theories that provide a comprehensive understanding of the relationships among employee well-being, burnout, work-life balance, job satisfaction, and employee productivity in high-intensity work environments. The Job Demands–Resources (JD–R) Theory serves as the fundamental foundation for explaining how the dynamics between job demands and the availability of resources influence employees' psychological conditions and performance. Within this framework, job demands include physical and emotional requirements that have the potential to create stress, while job resources comprise factors such as autonomy, social support, and work–life balance, which act as buffers against work pressure and drivers of motivation (Bakker & Demerouti, 2007). An imbalance between demands and resources has been shown to increase the risk of burnout, whereas the availability of adequate resources strengthens well-being and engagement, ultimately affecting productivity (Taris & Schaufeli, 2016; Lesener et al., 2019).

Understanding the role of job satisfaction in mediating the relationship between psychosocial factors and productivity is further reinforced by Social Exchange Theory (SET). This theory views employment relationships as social exchanges based on principles of reciprocity and fairness. When organizations provide support, fair treatment, and facilities that promote employee well-being, employees reciprocate through increased loyalty, satisfaction, and performance (Cropanzano & Mitchell, 2005). In the context of SET, job satisfaction is not merely an emotional reaction but also an evaluative response to the quality of reciprocal relationships between employees and the organization. Numerous studies highlight the strong mediating role of job satisfaction in linking variables such as burnout, work-life balance, and well-being to productive work behaviors (Shore et al., 2006; Kim et al., 2021). Therefore, in this study, SET serves as an analytical lens to explain the psychosocial mechanisms underlying the effects of well-being, burnout, and work-life balance on employee productivity through job satisfaction.

The integration of these two theories provides a solid theoretical foundation for explaining the multidimensional relationships among the research variables, including the psychological and affective mechanisms that connect work conditions to employee productivity within the context of a manufacturing organization.

## RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining the causal relationships between employee well-being, burnout, and work-life balance on employee productivity, as well as evaluating the mediating role of job satisfaction. The selection of this design is based on the need to empirically test a theoretical model constructed from the integration of Job Demands–Resources Theory, Self-Determination Theory, Social Exchange Theory, Affective Events Theory, and Goal-Setting and Performance Theory. This approach enables a comprehensive explanation of the psychosocial dynamics influencing employee productivity (Bakker & Demerouti, 2018; Deci & Ryan, 2000; Cropanzano & Mitchell, 2005; Weiss & Cropanzano, 1996; Locke & Latham, 2002). It also allows for the measurement of both direct and indirect pathways among constructs, providing a holistic understanding of work behavior mechanisms within high-intensity manufacturing organizations.

The study population includes all permanent employees in the Supply Chain Division of PT Pabrik Kertas Tjiwi Kimia in Sidoarjo, a labor-intensive company with complex work dynamics and high job demands. From a population of more than 500 employees, the sample size was determined using a sample size calculator for large populations with a 95 percent confidence level and a five percent margin of error, resulting in a minimum requirement of 218 respondents. Respondents were selected using a random sampling technique to ensure that participants possessed relevant characteristics, including a minimum tenure of one year and experience with the company's welfare and management policies. This technique is considered appropriate to ensure the representativeness of consistent work experiences and the empirical relevance of the constructs examined (Hair et al., 2021).

The research instrument was developed based on theoretical and empirical indicators from previous studies that have proven valid and reliable, using a five-point Likert scale to measure respondents' perceptions of employee well-being, burnout, work-life balance, job satisfaction, and employee productivity. Indicators were adapted from Pradhan and Hati, Consiglio et al., Hayman, Lousã et al., and Platania et al., all of which are widely used in contemporary management and organizational psychology research. Instrument development began with content validation by experts and a pilot test involving 20 respondents to ensure the clarity, relevance, and consistency of the indicators (Podsakoff et al., 2019). Data collection was conducted through both on-site and online surveys to reach respondents more flexibly and ensure optimal response rates. Collected data were verified to eliminate incomplete responses, unusual response patterns, and other inconsistencies, ensuring that only valid data were used for analysis. Data analysis employed Structural Equation Modeling based on Partial Least Squares (PLS-SEM) through a series of stages, starting from the assessment of the measurement model to the structural model, considering convergent

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validity, discriminant validity, reliability, and the strength of relationships among constructs. The PLS-SEM approach was chosen due to its ability to handle complex models, non-normal data distributions, and reflective constructs commonly used in organizational behavior studies (Hair et al., 2021).

## RESULTS AND DISCUSSION

### Respondent Description

The demographic characteristics of the respondents constitute a fundamental element in empirical analysis, as they provide an interpretative basis for understanding the social context and workforce structure involved in the study. The description of the respondent composition in this research illustrates the representational quality of employees at PT Pabrik Kertas Tjiwi Kimia, a large-scale manufacturing organization with a complex structural hierarchy and diverse operational tasks. Understanding respondent distribution is essential for assessing the external validity of research findings, especially considering that variables such as employee well-being, burnout, work-life balance, job satisfaction, and employee productivity are often influenced by demographic factors, as highlighted in organizational behavior literature (Robbins & Judge, 2022)

**Table 1**  
**Respondent Description Based on Gender**

Gender	Frequency	Percentage (%)
Male	109	50.0
Female	109	50.0
<b>Total</b>	<b>218</b>	<b>100.0</b>

The distribution of respondents by gender shows a balanced composition between male and female participants, each accounting for fifty percent of the total 218 respondents. This proportional balance indicates that the data collection process did not experience gender-based selection bias, allowing the analysis of research variables without concerns about the dominance of masculine or feminine perspectives. In the context of human resource research, gender balance is crucial because several studies suggest that perceptions of work well-being, burnout, and job satisfaction may vary significantly when demographic structures are uneven (Sonntag et al., 2017). Therefore, this proportional condition provides a strong foundation for interpreting research findings more objectively and generally.

**Table 2**  
**Respondent Description Based on Age**

Age Group	Frequency	Percentage (%)
18–25 Years	54	24.8
26–35 Years	82	37.6
36–45 Years	49	22.5
46–55 Years	23	10.6
56–65 Years	10	4.6
<b>Total</b>	<b>218</b>	<b>100.0</b>

Beyond gender distribution, the age characteristics of respondents reflect a demographic structure typical of large manufacturing organizations. The 26–35 age group represents the largest portion at 37.6 percent, followed by the 18–25 age group at 24.8 percent, the 36–45 age group at 22.5 percent, the 46–55 age group at 10.6 percent, and the 56–65 age group at 4.6 percent. This distribution illustrates that most of the workforce is within a productive age range characterized by a high capacity for adaptation to job demands and the operational pace of the company. Theoretically, workers in this productive age range tend to demonstrate stability in productivity and readiness to learn, as explained in human capital theory, which emphasizes the importance of this age range in contributing to organizational performance (Becker, 1993).

The age structure also holds analytical implications for the research variables. Younger employees (18–35 years) tend to exhibit higher work energy, adaptive flexibility, and stronger career development motivation, which may influence their perceptions of employee well-being and work-life balance. Conversely, older employees (46 years and above) typically possess longer work experience and more stable commitment, yet face greater physical demands in labor-intensive environments, such as the paper industry. Burnout literature suggests that age differences often predict the intensity of job fatigue, where younger workers are more prone to emotional exhaustion, while senior workers are more susceptible to physical fatigue (Maslach & Leiter, 2016). Therefore, the age distribution in

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this study enables a dynamic exploration of how different age groups perceive well-being and burnout within the manufacturing context.

Additionally, the representativeness of demographic data serves as an indicator of sampling quality. As a company employing more than twelve thousand workers across various production, administrative, and technical functions, the proportional distribution of respondents demonstrates that the data collection process reflects the heterogeneous nature of the population. Balanced representation—both in terms of gender and age—ensures that the research findings possess stronger generalizability in explaining the psychological conditions and work behaviors of Tjiwi Kimia employees, as recommended in modern organizational research methodology (Creswell & Creswell, 2018).

The demographic profile of respondents in this study illustrates a balanced, representative workforce structure that mirrors the actual conditions of the company. The variation in age and gender balance provides a strong empirical foundation for analyzing relationships between research variables, particularly in understanding the dynamics of work well-being, job stress, and productivity in a labor-intensive manufacturing environment. Credible references from organizational behavior theories and work psychology further enrich the understanding of how demographic characteristics shape employee perceptions in modern workplaces.

## Research Findings

The results of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis indicate that both the measurement model and the structural model in this study have met all empirical and theoretical feasibility criteria, thereby providing a strong foundation for interpreting the relationships among latent variables within the context of psychological dynamics and employee productivity in the manufacturing industry. The evaluation of the outer model demonstrated excellent convergent validity and reliability for most indicators, with outer loading values consistently exceeding the minimum threshold of 0.70. Invalid indicators namely WLB3 and EP3 were removed due to their weak contribution to the latent constructs. The removal of these indicators strengthened the internal homogeneity of the constructs and reduced error variance, thereby improving measurement accuracy. Conceptually, this step aligns with best practices in reflective measurement modeling, which emphasize the necessity of indicators that consistently represent the theoretical construct (Hair et al., 2020).

**Table 3**

Variable	Convergent Validity		Description
	Indicator	Outer Loading	
<i>Employee well being</i>	EWB1	0.949	Valid
	EWB2	0.959	Valid
	EWB3	0.930	Valid
	EWB4	0.933	Valid
<i>Burnout</i>	B1	0.898	Valid
	B2	0.961	Valid
	B3	0.965	Valid
	B4	0.975	Valid
	B5	0.966	Valid
	B6	0.946	Valid
<i>Work life balance</i>	WLB1	0.890	Valid
	WLB2	0.840	Valid
<i>Employee productivity</i>	EP1	0.731	Valid
	EP2	0.764	Valid
<i>Job satisfaction</i>	JS1	0.933	Valid
	JS2	0.931	Valid
	JS3	0.941	Valid
	JS4	0.929	Valid
	JS5	0.949	Valid
	JS6	0.899	Valid
	JS7	0.943	Valid
	JS8	0.903	Valid
	JS9	0.884	Valid

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Convergent validity, based on the Average Variance Extracted (AVE) values, shows that all constructs have scores above 0.50. Employee well-being and burnout even demonstrate AVE values above 0.89, indicating a very high level of indicator consistency with their respective latent constructs. The strong AVE value for job satisfaction (0.859) confirms that the nine indicators used in this study are capable of thoroughly representing job satisfaction, encompassing affective, cognitive, and evaluative dimensions. These results align with the literature, which states that well-established psychological constructs typically exhibit stable indicator structures and high levels of convergence (Judge et al., 2017).

**Table 4**  
**Results of the Convergent Validity Test Based on AVE**

Variable	AVE	Standard AVE ( $\geq 0,50$ )	Keterangan
EWB	0.894	0.50	Valid
B	0.912	0.50	Valid
WLB	0.753	0.50	Valid
EP	0.563	0.50	Valid
JS	0.859	0.50	Valid

Discriminant validity testing using the Fornell–Larcker criterion confirmed that each construct possesses a square root of AVE greater than its correlations with other constructs. These findings indicate that employee well-being, burnout, work-life balance, job satisfaction, and employee productivity measure distinct conceptual domains, with no overlap between variables. This condition is essential to ensure that the causal relationships observed in the inner model genuinely reflect the theoretical mechanisms that differentiate the constructs, rather than being artifacts of latent multicollinearity (Henseler et al., 2015).

**Table 5**  
**Discriminant Validity Test Results**

Variable	Employee well-being	Burnout	Work-life balance	Employee productivity	Job satisfaction
Employee well-being	<b>0.945</b>				
Burnout	0.420	<b>0.955</b>			
Work-life balance	0.580	0.470	<b>0.868</b>		
Employee productivity	0.530	0.510	0.560	<b>0.750</b>	
Job satisfaction	0.600	0.450	0.620	0.650	<b>0.927</b>

The composite reliability and Cronbach’s Alpha values are all well above the standard threshold of 0.70. Burnout and job satisfaction are the two constructs with the highest reliability, indicating very strong internal consistency among their indicators. Work-life balance, although consisting of only two indicators after exclusion, still maintains good reliability, reflecting respondents’ relatively homogeneous perceptions regarding the balance between work and personal life. These results reinforce the validity of the measurement model and demonstrate that the research instrument meets the necessary psychometric criteria for studies employing PLS-SEM.

**Table 6**  
**Composite Reliability Test Results**

Variable	Composite Reliability	Cronbach’s Alpha	Description
Employee well being	0.965	0.955	Reliabel
Burnout	0.973	0.962	Reliabel
Work life balance	0.871	0.790	Reliabel
Employee productivity	0.812	0.721	Reliabel
Job satisfication	0.976	0.971	Reliabel

At the inner model stage, the R-square values indicate strong explanatory power. Job satisfaction has an R<sup>2</sup> value of 0.673, suggesting that employee well-being, burnout, and work-life balance account for more than two-thirds of the variance in job satisfaction. Employee productivity has an even higher R<sup>2</sup> value of 0.712, confirming that the exogenous and mediating variables exert a comprehensive influence on performance. These R<sup>2</sup> values reflect a stable

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causal structure and align with organizational theory, which posits that psychological factors are key determinants of work behavior and productivity (Bakker & Demerouti, 2017).

**Table 7**  
**R-Square Test Results**

Variabel	R-Square
<i>Job satisfaction</i>	0.673
<i>Employee productivity</i>	0.712

The Goodness of Fit Index indicates that the model demonstrates a good level of fit. The SRMR value is below the 0.08 threshold, while the NFI exceeds 0.90, confirming the alignment between the empirical model and the theoretical model. The d\_ ULS, d\_ G, and Chi-Square indices further support these findings, ensuring that the model possesses a statistically valid structural representation. The model was then further examined using the F-square to assess the effect size of each predictor on the endogenous constructs. The results show that job satisfaction exerts the strongest influence on employee productivity, reinforcing the theoretical understanding that job satisfaction serves as a strategic mediator in the relationship between psychological factors and performance.

**Table 8**  
**Goodness of Fit Index Test Result**

Index	Saturated Model	Estimated Model
<b>SRMR</b>	0.061	0.065
<b>d_ ULS</b>	0.879	0.951
<b>d_ G</b>	0.512	0.557
<b>Chi-Square</b>	1320.465	1389.317
<b>NFI</b>	0.914	0.906

The hypothesis testing results show that all causal paths are significant at the p-value < 0.05 level. Employee well-being and work-life balance are proven to enhance productivity, while burnout reduces it. Job satisfaction is shown to function as a partial mediator in these relationships, reinforcing its central role as a psychological mechanism that links psychosocial variables to employee productivity within an industrial work environment. Overall, these empirical findings align with contemporary theoretical frameworks that position well-being, role balance, and psychological conditions as integral determinants of work productivity.

**Table 9**  
**Hypothesis Testing Results**

Independent Variable	Intervening Variable	Dependent Variable	Path Coefficient (β)	P-Value	Description	Description
<i>Employee well-being</i>		<i>Employee productivity</i>	0.324	0.001	Significant	Accepted
<i>Burnout</i>		<i>Employee productivity</i>	-0.278	0.007	Significant	Accepted
<i>Work-life balance</i>		<i>Employee productivity</i>	0.295	0.003	Significant	Accepted
<i>Job satisfaction</i>		<i>Employee productivity</i>	0.412	0.000	Significant	Accepted
<i>Employee well-being</i>	<i>Job satisfaction</i>	<i>Employee productivity</i>	0.136	0.016	Significant	Accepted
<i>Burnout</i>	<i>Job satisfaction</i>	<i>Employee productivity</i>	-0.115	0.021	Significant	Accepted
<i>Work-life balance</i>	<i>Job satisfaction</i>	<i>Employee productivity</i>	0.168	0.008	Significant	Accepted

**Discussion**

The discussion of this study reveals complex psychosocial dynamics in explaining employee productivity at PT Pabrik Kertas Tjiwi Kimia, a labor-intensive manufacturing organization characterized by high work intensity and

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continuous production pressure. The empirical findings show that all hypothesized causal relationships are significant, indicating that employee well-being, burnout, work-life balance, and job satisfaction are substantive determinants in shaping work performance. These results align with contemporary performance theories, such as the Job Demands–Resources Model (Bakker & Demerouti, 2007), which emphasizes the role of psychological conditions as the foundation for effective performance in high-intensity work environments.

The positive effect of employee well-being on productivity confirms that well-being does not function as a peripheral variable but serves as a primary job resource that reduces psychological strain and enhances employee engagement. This finding is consistent with the meta-analysis by Wright and Cropanzano (2019), which demonstrates that emotional well-being is directly associated with improvements in task performance and organizational citizenship behavior. In the context of PT Pabrik Kertas Tjiwi Kimia, well-being encompasses not only physical health and workplace safety but also emotional stability and social support within the work environment. From the perspective of the Job Demands–Resources (JD-R) Theory, employee well-being acts as a critical resource that enables employees to cope with high job demands. When employees experience strong well-being, they are better able to maintain energy, focus, and motivation, resulting in higher productivity. Prior studies such as Hakanen and Schaufeli (2018) further reinforce that employees with high levels of well-being show more stable performance over time, even in physically demanding environments like the manufacturing sector.

The finding that burnout has a significant negative effect on productivity reflects a classic phenomenon widely discussed in industrial psychology literature. This result is consistent with Maslach and Leiter's (2017) explanation that emotional exhaustion and depersonalization erode cognitive capacity and affective commitment, ultimately reducing work effectiveness. In the context of PT Pabrik Kertas Tjiwi Kimia, work pressures involving long shifts and repetitive production rhythms can lead to chronic fatigue, which directly affects employees' ability to maintain concentration, accuracy, and physical stamina. Supporting this, Kim et al. (2019) found that burnout reduces productivity through diminished energy and increased operational errors. From the JD-R Theory perspective, burnout emerges when job demands—such as heavy workloads, physical demands, and time pressure—are not balanced by adequate job resources. This imbalance results in decreased energy and motivation, which ultimately suppress work performance. The findings of this study demonstrate a similar pattern at PT Pabrik Kertas Tjiwi Kimia, confirming that burnout functions as a destructive factor that systematically lowers workforce productivity.

The variable work-life balance significantly enhances productivity, indicating that balancing work demands and personal needs is a critical psychological stabilizing mechanism for effective performance. Empirical literature supports this finding, as Haar et al. (2019) note that individuals with strong life balance demonstrate higher levels of engagement, job satisfaction, and productivity. In the work structure of PT Pabrik Kertas Tjiwi Kimia, which requires long working hours, policies that allow room for psychological recovery are essential to sustaining employee energy. This reinforces the relevance of the JD-R Theory, which posits that a balance between job demands and job resources not only preserves psychological well-being but also serves as a major driver of productivity improvements in the manufacturing sector.

The findings regarding job satisfaction highlight its role as a key variable in explaining variations in productivity. Job satisfaction is shown to have a significant positive effect on productivity, consistent with the meta-analysis by Judge et al. (2017), which identified a substantive correlation between job satisfaction and performance. In the organizational context of PT Pabrik Kertas Tjiwi Kimia, job satisfaction is likely influenced by factors such as fairness of compensation, workplace stability, interpersonal relationships, and supervisor support. According to Social Exchange Theory (SET) (Blau, 1964), the relationship between employees and the organization is based on the principle of reciprocity, whereby positive treatment from the organization encourages employees to reciprocate with behaviors that benefit the company. When employees experience job satisfaction—whether due to fair compensation, supportive supervision, or a safe working environment—they develop a moral sense of obligation to contribute more. This reciprocity manifests in increased productivity, stronger work commitment, and a greater willingness to engage in extra-role behaviors.

Recent research, such as that by Cropanzano and Mitchell (2005), also emphasizes that job satisfaction serves as a source of positive evaluation that strengthens social exchange relationships, making satisfied employees more likely to exhibit higher performance and cooperative workplace behaviors. Thus, within the framework of SET, job satisfaction functions as a catalyst in the positive exchange relationship between the organization and its employees, ultimately enhancing productivity in the work environment of PT Pabrik Kertas Tjiwi Kimia. The mediating role of job satisfaction in the relationships among well-being, burnout, work-life balance, and productivity illustrates a deeper psychological structure: productivity is not solely the result of objective job conditions but also the outcome of employees' subjective evaluations of their work experiences. In the relationship between well-being and

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productivity, the mediation of job satisfaction demonstrates that well-being first shapes positive perceptions of work before translating into productive behavior. This mechanism is consistent with Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005), which emphasizes that positive treatment received by employees from the organization fosters positive responses in the form of commitment and productive actions. Likewise, the mediating role in the relationship between burnout and productivity can be explained through the Job Demands–Resources (JD-R) Model (Demerouti et al., 2001; Bakker & Demerouti, 2017). Burnout arising from high job demands decreases job satisfaction before ultimately reducing productivity. This decline in satisfaction results from diminished psychological resources (personal resources), which hinder employees' ability to maintain optimal task performance. Thus, job satisfaction acts as a psychological channel that bridges both the negative influence of burnout and the positive influence of well-being on productivity. In the relationship between work-life balance and productivity, the mediation of job satisfaction demonstrates that life balance creates a sense of control and psychological harmony that translates into job satisfaction, which then stimulates productivity. Sirgy and Lee (2018) argue that work-life balance generates affective well-being that strengthens affective commitment and promotes productive work behavior. This finding is consistent with the Job Demands–Resources (JD-R) Model developed by Bakker and Demerouti (2017), in which work-life balance is viewed as a job resource that can reduce work pressure, increase motivation and job satisfaction, and ultimately enhance employee productivity. This discussion demonstrates that employee productivity cannot be separated from the psychosocial context and the structure of daily work experiences. Psychological variables—well-being, burnout, work-life balance, and job satisfaction—operate through interconnected mechanisms that form the foundation of stable performance in the high-pressure work environment of PT Pabrik Kertas Tjiwi Kimia.

## CONCLUSION AND RECOMMENDATIONS

The findings of this study affirm that employee productivity in labor-intensive manufacturing industries is strongly shaped by the psychological dynamics and organizational conditions that interact in complex ways. Employee well-being, burnout, work-life balance, and job satisfaction are shown to play crucial roles in explaining variations in employee productivity at PT Pabrik Kertas Tjiwi Kimia, Tbk. The structural model analysis using PLS-SEM indicates that the relationships among variables occur simultaneously and in multilayered ways, where well-being, work fatigue, and life balance not only exert direct effects on productivity but also operate through an affective mechanism in the form of job satisfaction. This pattern demonstrates that workforce productivity cannot be understood merely as a technical output of production processes, but rather as a reflection of the quality of work experiences, affective stability, and psychosocial conditions encountered by employees in their daily work. Thus, these findings reinforce the relevance of theories such as the Job Demands–Resources Model and Social Exchange Theory in explaining performance dynamics within modern industrial sectors.

The practical implications of these findings require organizations to realign their human resource management orientation by placing a stronger emphasis on enhancing psychological well-being, preventing burnout, and fostering a work environment that supports work-life balance. Companies are expected not only to ensure the technical stability of production processes but also to provide psychological recovery spaces through humane work policies, fair reward systems, and robust social support mechanisms. Efforts to manage work fatigue and improve well-being are shown to be not merely ethical strategies but strategic investments that directly influence efficiency, effectiveness, and the sustainability of productivity. In the context of PT Pabrik Kertas Tjiwi Kimia, integrating well-being programs, strengthening interpersonal communication, and increasing work flexibility can serve as essential foundations for enhancing job satisfaction and minimizing the negative consequences of intensive work pressure. By reinforcing a work environment that is psychologically and functionally healthy, the company can cultivate a high-performance culture that is adaptive, resilient, and capable of meeting long-term operational challenges.

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