

**PENGARUH *WORK-LIFE BALANCE*, *PSYCHOLOGICAL SAFETY*, DAN
SUPPORTIVE LEADERSHIP TERHADAP *EMPLOYEE WELL-BEING*
PERAWAT DI RUMAH SAKIT IZZA DENGAN *BURNOUT* SEBAGAI
VARIABEL MEDIASI**

By Omar Rizki Rasyabi

Abstract

This study aims to examine the influence of *Work-Life Balance*, *Psychological Safety*, and *Supportive Leadership* on *Employee Well-Being*, with *Burnout* serving as an intervening variable among nurses at RS Izza Karawang. The study employed a quantitative approach using a survey method involving 156 nurses selected through a purposive sampling technique. Data were analyzed using *Structural Equation Modeling–Partial Least Squares (SEM-PLS)* with the assistance of SmartPLS 4.0 software. The findings reveal that *Work-Life Balance* and *Supportive Leadership* have a positive and significant effect on *Employee Well-Being*, whereas *Psychological Safety* does not have a significant effect. Furthermore, *Work-Life Balance* and *Supportive Leadership* are proven to significantly reduce the level of *Burnout*, while *Psychological Safety* does not show a significant influence on *Burnout*. The results also indicate that *Burnout* has a negative and significant effect on *Employee Well-Being*. Mediation analysis demonstrates that *Burnout* only mediates the relationship between *Work-Life Balance* and *Employee Well-Being*. The coefficient of determination (R^2) indicates that the proposed model explains 85.4% of the variance in *Burnout* and 91.0% of the variance in *Employee Well-Being*. This study concludes that improving nurses' *Employee Well-Being* is influenced by a better *Work-Life Balance*, supportive leadership, and lower levels of *Burnout*. These findings are expected to provide valuable insights for hospital management in formulating policies that promote nurses' well-being.

Keyword: *Work-Life Balance*, *Psychological Safety*, *Supportive Leadership*, *Burnout*, *Employee Well-Being*.

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *Work-Life Balance*, *Psychological Safety*, dan *Supportive Leadership* terhadap *Employee Well-Being* dengan *Burnout* sebagai variabel intervening pada perawat RS Izza Karawang. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap 156 perawat yang dipilih melalui teknik *purposive sampling*. Analisis data dilakukan menggunakan *Structural Equation Modeling–Partial Least Squares (SEM-PLS)* dengan bantuan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *Work-Life Balance* dan *Supportive Leadership* berpengaruh positif dan signifikan terhadap *Employee Well-Being*, sedangkan *Psychological Safety* tidak berpengaruh signifikan. Selain itu, *Work-Life Balance* dan *Supportive Leadership* terbukti mampu menurunkan tingkat *Burnout*, sementara *Psychological Safety* tidak memberikan pengaruh yang signifikan. Variabel *Burnout* juga berpengaruh negatif dan signifikan terhadap *Employee Well-Being*. Hasil uji mediasi mengindikasikan bahwa *Burnout* hanya memediasi hubungan antara *Work-Life Balance* dan *Employee Well-Being*. Nilai R^2 menunjukkan bahwa model mampu menjelaskan variasi *Burnout* sebesar 85,4% dan *Employee Well-Being* sebesar 91,0%. Penelitian ini menyimpulkan bahwa peningkatan *Employee Well-Being* perawat dipengaruhi oleh keseimbangan kehidupan kerja, kepemimpinan yang suportif, serta rendahnya tingkat *Burnout*. Temuan ini diharapkan dapat menjadi masukan bagi manajemen rumah sakit dalam merumuskan kebijakan yang mendukung kesejahteraan perawat..

Kata Kunci: *Work-Life Balance*, *Psychological Safety*, *Supportive Leadership*, *Burnout*, *Employee Well-Being*.