

Analysis of The Influence of Work Life Balance on Employee Productivity PT United Tractors Tbk Tarakan Branch

Analisis Pengaruh *Work Life Balance* terhadap Produktivitas Karyawan PT United Tractors Tbk Cabang Tarakan

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ABSTRACT

Human resource management is a system that consists of various activities that are interconnected and do not run separately. PT. United Tractors Tbk, as one of the leading companies in the fields of heavy equipment, mining and construction, has shown a strong commitment to creating a conducive work environment and supporting a work-life balance of employees. This study aims to identify the perception of employees of PT. United Tractors Tbk Tarakan Branch about work life balance and employee productivity and analyzes the influence of the dimension of work life balance on employee productivity. The methods used are descriptive analysis and PLS analysis with SEM-PLS. The results of the study show that employees' perception of work-life balance and employee productivity is classified as a good criterion, then work-life balance affects employee productivity. It can be concluded that employees have the ability to distinguish and understand their positions and responsibilities at work, both in personal life and at work.

Keywords: Employee productivity, united tractors, Work Life Balance.

ABSTRAK

Manajemen sumber daya manusia merupakan suatu sistem yang terdiri dari berbagai kegiatan yang saling terkait dan tidak berjalan secara terpisah. PT. United Tractors Tbk, sebagai salah satu perusahaan terkemuka di bidang alat berat, pertambangan, dan konstruksi, telah menunjukkan komitmen yang kuat dalam menciptakan lingkungan kerja yang kondusif serta mendukung keseimbangan antara kehidupan kerja dan pribadi karyawan. Penelitian ini bertujuan untuk mengidentifikasi persepsi karyawan PT. United Tractors Tbk Cabang Tarakan tentang keseimbangan kehidupan kerja dan produktivitas karyawan serta menganalisis pengaruh dimensi keseimbangan kehidupan kerja terhadap produktivitas karyawan. Metode yang digunakan adalah analisis deskriptif dan analisis PLS dengan SEM-PLS. Hasil penelitian menunjukkan bahwa persepsi karyawan terhadap keseimbangan kehidupan kerja dan produktivitas karyawan tergolong dalam kriteria baik, kemudian keseimbangan kehidupan kerja memengaruhi produktivitas karyawan. Dapat disimpulkan bahwa karyawan memiliki kemampuan untuk membedakan dan memahami posisi serta tanggung jawab mereka di tempat kerja, baik dalam kehidupan pribadi maupun di tempat kerja.

Kata kunci: Produktivitas karyawan, united tractors, *Work Life Balance*.

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INTRODUCTION

The heavy equipment industry is a sector that is the backbone of national infrastructure development, which is also an opportunity to encourage sustainable economic growth (Masdiana *et al.*, 2024). Likewise in companies engaged in heavy equipment that have a larger workload than other companies. His work activities were considered dangerous because he was directly dealing with large heavy equipment, down to the project field. At PT. United Tractors Tbk Tarakan Branch also has its own workload because it is one of the development supports in the IKN area (United Tractors Tarakan, 2024). This makes employees required to work more to pursue their targets. Workload refers to the many activities that an individual in a position or unit must perform within a set time limit (Fadilla *et al.*, 2023). Workload can be defined as the difference between an employee's capacity or ability and the work requirements that must be faced. Because human work is mental and physical, everyone has different burdens. Too high a load allows excessive energy consumption, while too low a load allows for saturation and boredom or stress (Longo *et al.*, 2022).

One of the superior resource factors can be seen from the results of the work, the assessment of work is very closely related to the performance aimed at ensuring that the employee's work is in line with the company's goals (Harahap *et al.*, 2021). Employee performance and productivity have a close relationship in the world of work. Whether employee performance is said to be good or not is influenced by several factors such as job satisfaction, work-life balance, and also the work environment (Arda, 2017; Bataineh, 2019; Nadapdap *et al.*, 2022). Work-life balance is a crucial aspect that must be considered by organizations. In addition to providing benefits for employees, the implementation of optimal work-life balance also has a positive impact on business organizations. Employees not only play the role of workers, but have great responsibilities in family life. Therefore, companies need to pay attention to the work-life balance of employees, in addition to ensuring job satisfaction, to support their performance improvement. On a global scale, the level of implementation of work-life balance shows significant variation between countries. Data released by GoodStats (2024) clearly captures this gap, as presented in Figure 1 which shows a comparison of work-life balance indices in various countries.

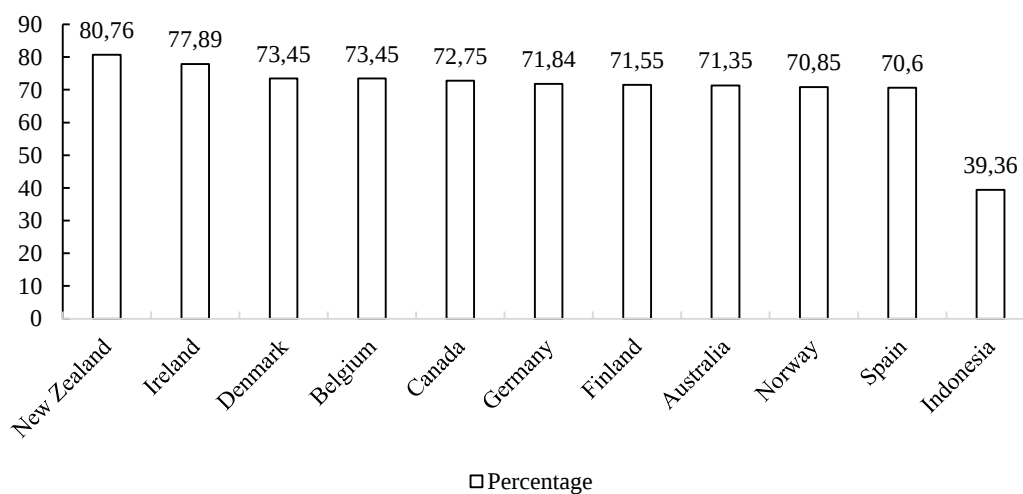


Figure 1. Countries with the Highest Work Life Balance Index
Source: GoodStats 2024

Based on Figure 1, it specifically illustrates the quantitative data on the work-life balance index, where there is a sharp disparity. Indonesia recorded a score of 39.36, a very unequal number when compared to New Zealand at the highest rank with a score of 80.76. This low index is a strong indication that the balance between the demands of work and personal life for the workforce in Indonesia is still far from ideal. This is a worrying situation, because this imbalance has the potential to trigger work-family conflict, which has been shown to be the main predictor of stress and burnout (Greenhaus & Allen, 2011). This phenomenon is becoming increasingly relevant given the shift in preferences in the workforce. The demand for a better work-life balance is now the dominant aspiration, especially among Generation Z, and is reinforced by the findings of a survey by Asia JobStreet and Boston Consulting Group in 2023 which stated that 43 percent of respondents in Indonesia prioritize this aspect when choosing a job.

The better an employee's performance, the higher the level of productivity that can be achieved. Research by (Putri *et al.*, 2024) found a significant positive relationship between employee performance and work productivity. Employee productivity can be identified through the way they work and how they carry out their duties and responsibilities. The heavy equipment market in Indonesia itself is characterized by a tight competition structure with several major players that have been firmly entrenched. Among these key players are business entities such as PT United Tractors Tbk, PT Trakindo Utama and PT Hexindo Adiperkasa Tbk, which are also distributors for global brands. PT United Tractors Tbk, as one of the leading companies in the fields of equipment, mining and construction, has shown a strong commitment to creating a conducive environment and supporting a balance between the life and personal life of employees.

LITERATURE REVIEW

Work Life Balance

Work-life balance can be defined as a person's ability to fulfill job obligations as well as the demands of life outside of work, which ultimately creates a sense of happiness for the individual (Anandita *et al.*, 2025). This concept emphasizes achieving a balance between career commitment and personal happiness, including leisure, family, and spiritual development. In its application, work-life balance provides benefits for the company because it is able to improve employee performance and creativity. In addition, work-life balance includes the management of work activities as a whole, both within the organization and outside the work environment (Noviani, 2021).

Furthermore, empirical evidence from Q1 journals supports the assertion that work-life balance contributes significantly to employee performance and creativity. For instance, a study by Haar *et al.* (2014) found that work-life balance is positively associated with job satisfaction, life satisfaction, and mental health across multiple cultural contexts, which in turn enhances individual performance outcomes. In addition, work-life balance can be understood through the lens of the Job Demands–Resources (JD-R) Theory, where it functions as an essential resource that helps employees cope with job demands while maintaining energy and motivation (Bakker *et al.*, 2017). When employees are able to balance their work and personal lives, they experience lower emotional exhaustion and higher work engagement, which directly contributes to improved performance.

Economic and workplace changes have positioned work–life balance (WLB) as an

important factor in enhancing employee well-being, reducing stress, and improving productivity. Empirical evidence suggests that WLB positively influences employee productivity and engagement, with flexible work arrangements, organizational support, compensation, workload, and organizational culture emerging as key determinants of effective WLB implementation (Kwena, 2016; Adah *et al.*, 2025; Andrić *et al.*, 2025).

However, the effectiveness of WLB policies often depends on inclusive implementation and organizational context, as barriers such as limited access, unsupportive workplace culture, and managerial attitudes may reduce their impact (Casper *et al.*, 2025). Moreover, ergonomic workplace interventions and balanced digital connectivity have been shown to improve both employee well-being and productivity, although excessive digital exposure may increase burnout, stress, and mental fatigue, highlighting the need for mitigation strategies such as regulated online working hours and mental health support (Suokko *et al.*, 2025; Bondanini *et al.*, 2025).

Work Productivity

Busro (2018) defines productivity as a comparison between the results obtained (output) and the resources used (inputs). Increased productivity can contribute to efficiency in terms of time, materials, and labor, while improving work systems, production techniques, and employee skills. Based on this view, it can be concluded that productivity is a combination of mental attitude and employee skills in completing work efficiently with maximum results according to the available resources. Employee work productivity can be measured from the results obtained, both in terms of quality and quantity of goods or services produced, by considering the time standards that have been set by the company.

From a modern human resource perspective, productivity can be understood as a multidimensional construct that encompasses not only efficiency (doing things right) but also effectiveness (doing the right things). In line with this, a study by Campbell and Wiernik (2015) explains that employee productivity is closely related to job performance, which includes task performance, contextual performance, and adaptive performance. This suggests that productivity is not solely reflected in measurable outputs, but also in how employees contribute to organizational goals through cooperation, innovation, and adaptability.

Heavy Equipment Industry

The heavy equipment component industry is an industry that produces heavy equipment components for heavy equipment such as hydraulic excavators, motor graders, wheel loaders, bulldozers, forklifts, and heavy transportation, and so on. These large tools are used for the mining industry, petrochemical industry, forestry-based industries, agriculture, and plantations such as the plywood industry, pulp and paper industry, civil works, and other general industries. The heavy equipment market in Indonesia has a very wide scope, serving the needs of various strategic economic sectors. Consistent demand comes not only from the mining and construction segments, but also from the agriculture, forestry, and energy sectors, each of which requires different types and specifications of tools. These diverse needs form a large and dynamic national market, served by a number of distributors representing global brands. PT United Tractors Tbk has consistently managed to dominate and hold the largest market share in the Indonesian heavy equipment industry.

Influence Between Variables

The results of the research of Fadhlī *et al.*, (2024) concluded that there is a positive

and significant influence of work-life balance on work productivity. Meanwhile, research conducted by (Puspitasari, 2020) states that work-life balance has no effect on work productivity. Therefore, the hypothesis in this study is:

H0: Work-life balance has no positive effect on employee productivity.

Ha: Work-life balance has a positive effect on employee productivity.

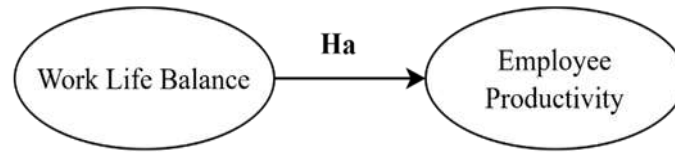


Figure 2. Conceptual Framework

RESEARCH METHODS

The type of research used in this study is quantitative research. The purpose of the study was to analyze and test the influence of work life balance variables on the employee productivity of PT United Tractors Tbk Tarakan Branch. The research instrument used a questionnaire and was distributed to respondents with a likert scale of 1-5. This study was conducted on employees of PT United Tractors Tbk Tarakan Branch with a population of 63 employees and the sample used was saturated sampling of 63 respondents. The analysis technique used is using SmartPLS 4.0.

The data that have been collected will be subjected to validity and reliability testing to assess the quality of the research instruments. The validity test is conducted using Pearson's Product Moment Correlation, while reliability is evaluated using Cronbach's Alpha coefficient, both processed IBM SPSS Statistics. The use of SPSS in this stage is justified due to its robustness and widespread acceptance in preliminary statistical analysis, particularly for testing classical measurement properties such as internal consistency and item validity in social science research. Furthermore, descriptive analysis is employed to identify employees' perceptions of the research variables. The measurement scale in this study uses a five-point Likert scale, ranging from Strongly Agree (SA), Agree (A), Quite Agree (QA), Disagree (D), to Strongly Disagree (SD), with mode values used to capture the most dominant responses.

In addition to preliminary analysis, this study utilizes Structural Equation Modeling Partial Least Squares (SEM-PLS) to analyze the structural relationships between variables. The selection of SEM-PLS is particularly appropriate given several considerations. First, SEM-PLS is a variance-based approach that is suitable for exploratory and predictive research models, especially when the theoretical framework is still developing. Second, it does not require strict assumptions of multivariate normality and is robust when applied to relatively small sample sizes, which are common in organizational and human resource studies. Third, SEM-PLS enables simultaneous assessment of the measurement model (outer model) and structural model (inner model), allowing for a comprehensive evaluation of both construct validity and the hypothesized relationships among variables. Thus, the combined use of SPSS and SEM-PLS ensures methodological rigor by integrating reliable preliminary statistical testing with advanced multivariate analysis, enhancing the validity and predictive accuracy of the research findings. More clearly, the framework of this research can be seen in Figure 2.

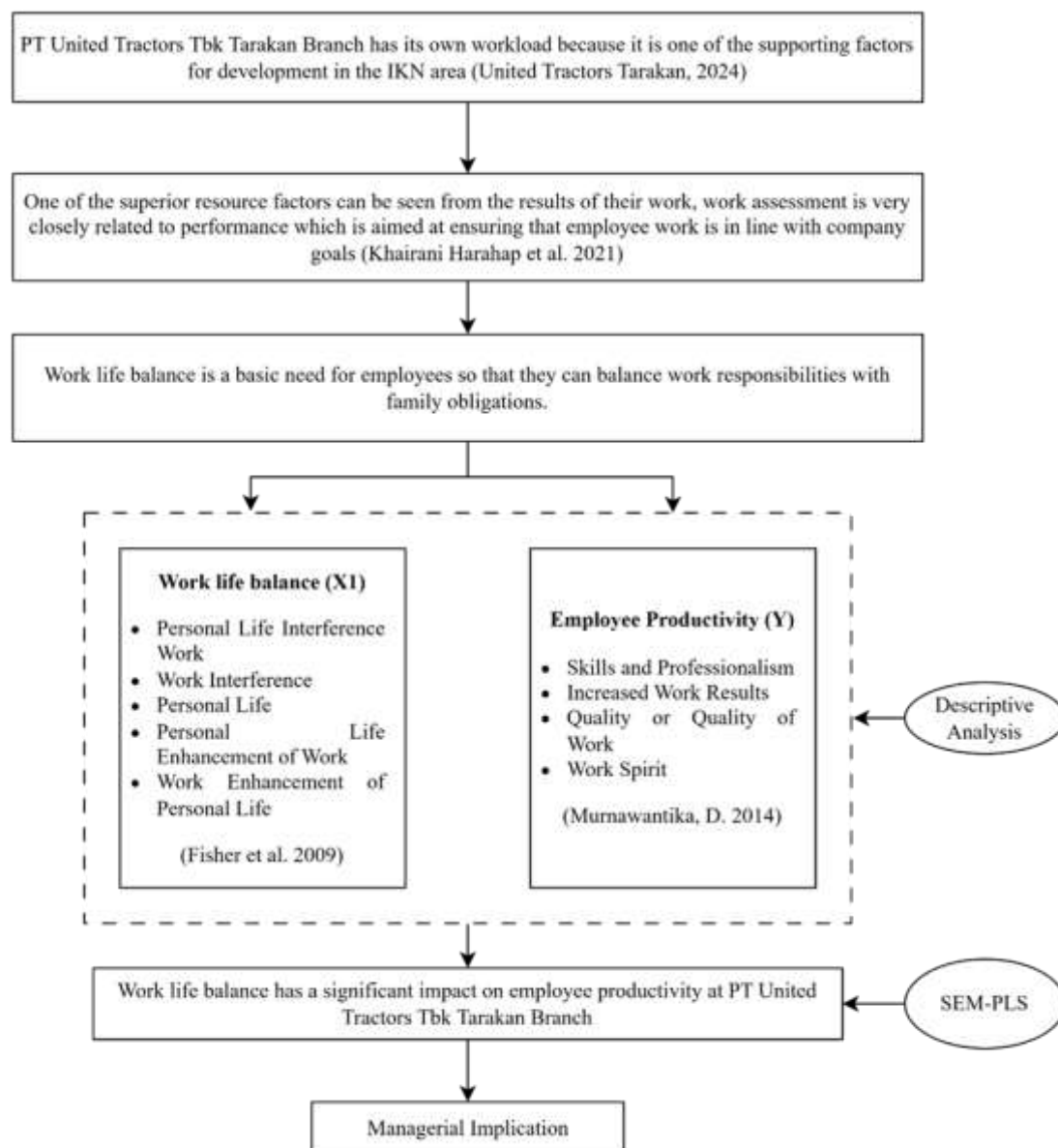


Figure 3. Research Framework

RESULTS AND DISCUSSION

Respondent Characteristics Results

In this study, the respondents were employees of PT United Tractors Tbk Tarakan Branch, namely 63 people. The characteristics of the respondents in this study included employee identity information consisting of gender, age, educational background, status, working period, and average working time. The characteristics of the respondents are presented in Table 1.

Table 1. Employee characteristics

Characteristics		Department				Quantity	Percentage
		Adm	SP	Ser	BC		
Gender	Male	17	15	22	2	56	89%
	Female	2	1	4		7	11%
Total		19	16	26	2	63	100%
Year of Birth	1961-1980	5	3	8	0	16	25%
	1981-2000	12	12	18	2	44	70%
	>2000	2	1	0	0	3	5%
	Total	19	16	26	2	63	100%
Education	High School/Vocational School	7	0	0	0	7	10%
	D1-D3	6	2	2	0	10	17%
	S1	6	12	23	0	41	65%
	S2	0	2	1	2	5	8%
	Total	19	16	26	2	63	100%
	Status						
	Married	14	10	19	2	45	71%
	Unmarried/Unmarried	5	6	7	0	18	29%
Total		19	16	26	2	63	100%
Tenure	<6 years old	11	3	11	0	25	40%
	6 years – 10 years	7	13	15	0	35	55%
	>10 years	1	0	0	2	3	5%
	Total	19	16	26	2	63	100%
Average Working Time	Up to 8 hours/day	11	15	23	2	51	81%
	>8 hours/day	8	1	3	0	12	19%
	Total	19	16	26	2	63	100%
Policy	Work from office	19	16	26	2	63	100%
Total		19	16	26	2	63	100%

Source: Data processed (2025)

Description: Adm = Administration Ser = Service
 SP = Sales and Part BC = Business Consultant

Validity Test

The validity test was carried out by distributing random questionnaires to 30 respondents who were employees of PT United Tractors Tbk Tarakan Branch. Then, the data was processed using Pearson's Product Moment Correlation technique through IBM SPSS Statistics software. The results of the questionnaire validity test can be seen in Table 2.

Table 2. Results of the questionnaire validity test

Variabel	Question Items	R Count	R Table	Remarks
Work Life Balance	PLIW1	0,668	0,361	Valid
	PLIW2	0,823	0,361	Valid
	PLIW3	0,808	0,361	Valid
	PLIW4	0,767	0,361	Valid
	WIPL1	0,669	0,361	Valid
	WIPL2	0,665	0,361	Valid
	WIPL3	0,762	0,361	Valid

Variabel	Question Items	R Count	R Table	Remarks
Employee Productivity	PLEW1	0,728	0,361	Valid
	PLEW2	0,755	0,361	Valid
	PLEW3	0,825	0,361	Valid
	WEPL1	0,677	0,361	Valid
	KP1	0,794	0,361	Valid
	KP2	0,683	0,361	Valid
	KP3	0,788	0,361	Valid
	HK1	0,694	0,361	Valid
	HK2	0,714	0,361	Valid
	HK3	0,753	0,361	Valid
	HK4	0,735	0,361	Valid
	MP1	0,625	0,361	Valid
	MP2	0,652	0,361	Valid
	SK1	0,805	0,361	Valid
	SK2	0,769	0,361	Valid

Reliability Test

The reliability test aims to measure how consistent the research instrument is over time. Reliability refers to the extent to which a measurement instrument such as a questionnaire, test, or observation can produce consistent results when used repeatedly. In other words, reliability describes the stability or consistency of scores over time and between assessors. The results of the questionnaire reliability test can be seen in Table 3.

Table 3. Reliability test results

Variable	Cronbach's Alpha	Remarks
Work Life Balance	0,921	Reliable
Employee Productivity	0,908	Reliable

The results of the reliability test in this study showed that all variables were proven to be reliable, with a Cronbach's Alpha value greater than 0.6.

Descriptive Analysis Results

Descriptive analysis was carried out to determine employees' perceptions of the dimensions of work life balance and employee productivity. Work life balance consists of four dimensions, namely Personal Life Interference Work (PLIW), Work Interference Personal Life (WIPL), Personal Life Enhancement of Work (PLEW), Work Enhancement of Personal Life (WEPL), which are elaborated into 12 questions. Respondents' perception of the dimension of work-life balance is found in Table 4.

Table 4. Employees' perception of work-life balance

Code Item	Statement	Frequency of Responses					Mode	Percentage	Description
		1	2	3	4	5			
		SD	D	SIA	A	SA			
PLIW1	Still in good spirits do other things the desired after returning home work	0	11	13	24	15	4	38,0%	Agree
PLIW2	Jobs help maintain life personal desired	1	8	16	25	13	4	39,6%	Agree
PLIW3	Not neglecting personal needs	1	6	6	38	12	4	60,3%	Agree

Code Item	Statement	Frequency of Responses					Mode	Percentage	Description
		1	2	3	4	5			
		SD	D	SIA	A	SA			
	despite work demands								
PLIW4	Job making live	0	6	13	28	16	4	44,4%	Agree
	personal happy								
WIPL1	Personal life no	0	4	11	32	16	4	50,7%	Agree
	drains more energy than is needed while working								
WIPL2	When time is spent on personal activities, it is not possible to devote more time to work	0	2	8	31	22	4	49,2%	Agree
WIPL3	Be enthusiastic about working effectively even though many things are happening in your personal life	0	2	12	29	20	4	46,0%	Agree
PLEW1	Work does not encourage doing important things outside of work	0	2	14	35	12	4	55,5%	Agree
PLEW2	Work makes you feel better at home	0	2	19	23	19	4	36,5%	Agree
PLEW3	Things done at the office even help you deal with personal problems	1	4	9	28	21	4	44,4%	Agree
WEPL1	Personal life makes you feel better when working at the office	0	1	11	31	20	4	49,2%	Agree
WEPL2	Personal life gives strength and enthusiasm to work	0	1	11	32	19	4	50,7%	Agree
Whole Aspect Mode							4	100%	Agree

Explanation: SD = Strongly Disagree

D = Disagree

SOA = Simply Agree

A = Agree

SA = Strongly Agree

Table 4 shows that employees of PT United Tractors Tbk Tarakan Branch generally have a positive perception of work-life balance, with an overall mode value of 4 ("Agreed" category), and a 100 percent achievement percentage. This shows that every employee agrees with the statement regarding work-life balance. Furthermore, the results of the descriptive analysis related to the perception of PT United Tractors Tbk employees on employee productivity using the mode value are presented in Table 5.

Table 5. Employee perception of employee productivity

Code Item	Statement	Frequency of Responses					Mode	Percentage	Description
		1	2	3	4	5			
		SD	D	SIA	A	SA			
KP1	Performing work in accordance with one's position in the company	0	0	8	32	23	4	50,7%	Agree
KP2	Understanding routine tasks	0	1	10	28	24	4	44,4%	Agree
KP3	Feeling able to complete work accurately according to established standards	0	0	9	29	25	4	46,0%	Agree
HK1	The quality of the work is in accordance with the established standards	0	0	13	31	19	4	49,2%	Agree
HK2	The quantity of work output is in accordance with the standards set by the company	1	3	17	25	17	4	39,6%	Agree
HK3	Be thorough in completing every task	0	1	18	31	13	4	49,2%	Agree
HK4	On time in completing every task	1	1	24	23	14	3	38,0%	Simply Agree
MP1	Always strive to improve on past quality	0	0	5	31	27	4	49,2%	Agree
MP2	The company motivates employees to work as well as possible.	0	1	6	27	29	5	46,0%	Agree
SK1	Always be	0	1	10	32	20	4	50,7%	Agree

Code Item	Statement	Frequency of Responses					Mode	Percentage	Description
		1	2	3	4	5			
		SD	D	SIA	A	SA			
SK2	enthusiastic in every task assigned Always interested in new tasks assigned	0	0	9	29	25	4	46,0%	Agree
Whole Aspect Mode							4	81,8%	Agree

Explanation: SD = Strongly Disagree

D = Disagree

SOA = Simply Agree

A = Agree

SA = Strongly Agree

In Table 5, the overall mode of the employee productivity variable is 4 and the percentage of the mode is 81.8 percent. This shows that employees have a positive perception of the contribution made in carrying out their duties and responsibilities in the company.

Results of Structural Equation Modeling–Partial Least Squares (SEM-PLS) Analysis: Outer Model Evaluation

The first step in evaluating the measurement model (outer model) is to determine the path model diagram and ensure the validity of the data on the path model diagram of the variable being studied. In this process, a validity test is carried out to assess the extent to which the statements in the research instrument are able to represent the indicators to be measured.

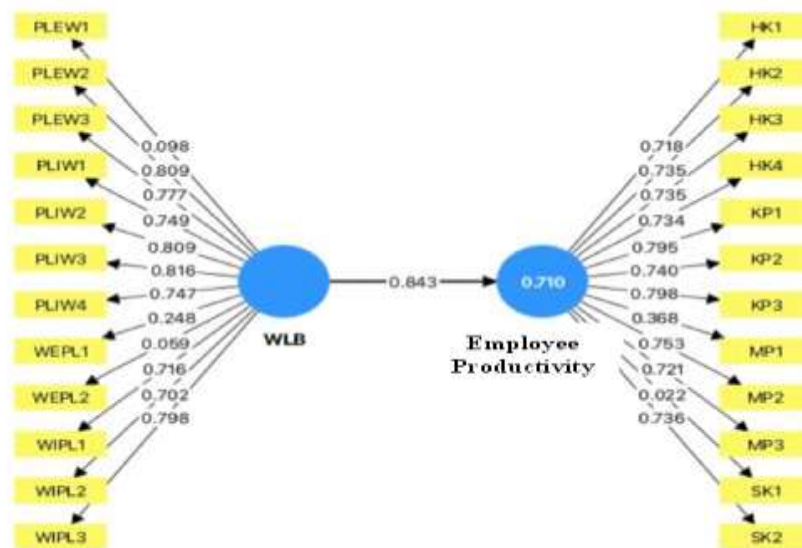


Figure 4. Outer model before dropping

Convergent Validity Test

Convergent validity testing aims to evaluate the extent to which the indicator is able to represent the measured construct, using the PLS approach. This assessment is seen through the loading factor value, where an indicator is said to be valid if it has a value

above 0.70, and an Average Variance Extracted (AVE) value exceeds 0.50. If there is an indicator with a loading factor value below this limit, then the indicator needs to be eliminated from the model (dropped), and analysis must be redone to make the results obtained more accurate.

Table 6. Outer loading value before and after dropping

Variable Leave	Indicator	Outer Loading Value Before dropping	Remarks	Outer Loading Value after dropping
Work Life Balance	PLEW1	0,098	Valid	0,713
	PLEW2	0,809	Valid	0,797
	PLEW3	0,777	Valid	0,783
	PLIW1	0,749	Valid	0,706
	PLIW2	0,809	Valid	0,760
	PLIW3	0,816	Valid	0,767
	PLIW4	0,747	Valid	0,732
	WEPL1	0,248	Valid	0,731
	WEPL2	0,059	Valid	0,729
	WIPL1	0,716	Valid	0,718
	WIPL2	0,702	Valid	0,713
	WIPL3	0,798	Valid	0,773
Employee Productivity	HK1	0,718	Valid	0,742
	HK2	0,735	Valid	0,728
	HK3	0,735	Valid	0,752
	HK4	0,734	Valid	0,730
	KP1	0,795	Valid	0,781
	KP2	0,740	Valid	0,725
	KP3	0,798	Valid	0,781
	MP1	0,368	Valid	0,716
	MP2	0,753	Valid	0,731
	MP3	0,021	Invalid	Done dropping
	SK1	0,722	Valid	0,748
	SK2	0,736	Valid	0,778

Based on Table 6, the calculation results show that there is one of 23 indicators that has a loading factor value of <0.70 (does not meet the criteria). The indicator is MP3 (getting the information needed to run the job properly). The stages carried out on the indicator are dropping. After dropping, the model is reprocessed and a valid convergent validity value is obtained.

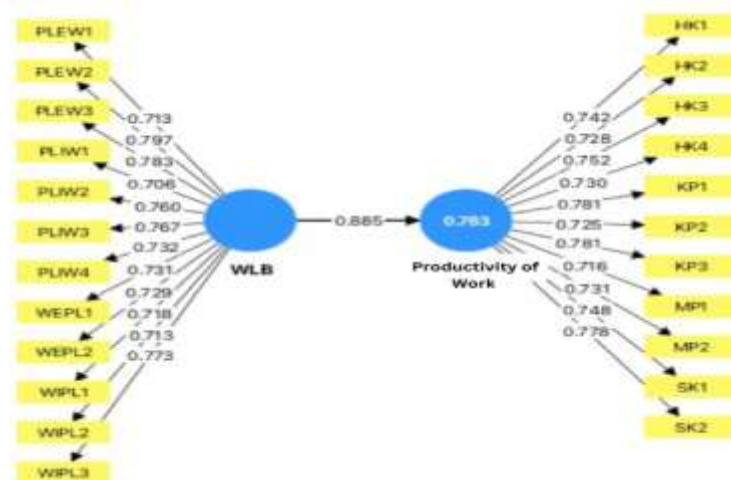


Figure 5. Outer model after dropping

The main indicators in the work life balance that have met the standard value (>0.70) are still eager to do other things they want after work (PLIW1), work helps maintain the desired personal life (PLIW2), does not override personal needs even though there are job demands (PLIW3), work makes personal life happy (PLIW4), personal life does not need to drain more energy than what is needed at work (WIPL1), if time runs out for personal activities, then you cannot spend more time on work (WIPL2), are eager to work effectively even though many things happen in your personal life (WIPL3), work does not invite you to do important things outside of work (PLEW1), work gives you a better feeling at home (PLEW2), things done in the office and even help yourself to deal with personal problems (PLEW3), personal life makes you feel better when working in the office (WEPL1), personal life gives you the strength and motivation to work (WEPL2).

Composite Reliability and Cronbach's Alpha Results

The construct reliability test was carried out by paying attention to two main indicators, namely Cronbach's alpha value and composite reliability. A variable can be declared reliable if both values each exceed 0.70.

Table 7. Composite Reliability (CR) dan Cronbach's Alpha (CA)

Variable	Nilai Cronbach's Alpha	Composite Reliability Value	Remarks
Work Life Balance	0,927	0,927	Reliable
Employee Productivity	0,921	0,922	Reliable

All latent variables in this study had Cronbach's alpha and composite reliability values greater than 0.7, so it can be concluded that the model in this study is constructively reliable.

R-Square Model Results

One of the indicators used in assessing the quality of structural models is the R-Square value, which describes the proportion of dependent variables that can be explained by independent variables in the research model. Based on the classification put forward by Ghazali (2018), the interpretation of the R-Square value is divided into three levels: a value of 0.67 reflects a strong influence, a value of 0.33 indicates a moderate or moderate influence, while a value of 0.19 indicates a relatively weak relationship. The results of the calculation of SEM PLS found that the employee productivity variable was included in the criteria of high strength with an R-Square value of 0.783. Therefore, the work-productivity-bound variable was able to explain about 78,3 percent of the diversity of employee productivity indicators, while the remaining 21,7 percent was influenced by other variables outside the study.

Table 8. R-Square Value

Variable	R-Square
Work Productivity	0,783

Hypothesis Testing

Table 9. Path Coefficients dan Indirect Effect

Influence Path	Hypothesis	Original Sample	T Statistic	P Values	Results
Work Life Balance and Employee Productivity	Ha	0,893	3,844	0,000	Ha accepted

A relationship is considered significant if the resulting t-statistical value is greater than the t-table value. In the context of this study, the significance level used was 5% or 0.05, with the number of respondents as many as 63 employees of PT. United Tractors Tbk Tarakan Branch. The confidence level used in this study was 2.00. The hypothesis is accepted if the t-statistical value > from the t-table (2.00). The data shows the results of bootstrapping to estimate the path coefficient which explains that the effect of work life balance on employee productivity at PT. United Tractors Tbk Tarakan Branch.

The Effect of Work Life Balance on Employee Productivity

The empirical findings indicate that work-life balance has a positive and statistically significant effect on employee productivity at PT United Tractors Tbk Tarakan Branch, as reflected by the path coefficient (0.893), p-value ($0.000 < 0.05$), and T-statistics ($3.844 > 2.00$). However, beyond merely confirming statistical significance, it is essential to critically interpret why such a strong relationship emerges and whether it aligns with established theoretical frameworks. The magnitude of the coefficient (0.893) suggests a very strong effect size, indicating that work-life balance is not merely a supporting factor but a dominant predictor of productivity in this organizational context. This finding can be explained through the Job Demands–Resources (JD-R) Theory, which posits that employee performance is shaped by the balance between job demands and available resources. Work-life balance functions as a critical personal and organizational resource that mitigates job strain while enhancing motivation (Bakker *et al.*, 2017). In a high-demand environment such as PT United Tractors—especially given its strategic role in supporting Indonesia’s new capital (IKN) development—employees are likely exposed to significant workload pressures. Under such conditions, work-life balance mechanisms (e.g., flexible time, supportive supervision) become essential in preventing burnout and sustaining productivity.

Furthermore, the findings are consistent with Conservation of Resources (COR) Theory (Hobfoll *et al.*, 2018), which explains that individuals strive to acquire, retain, and protect their resources (time, energy, psychological well-being). When employees experience a healthy balance between work and personal life, they are less likely to experience resource depletion and more likely to invest energy into productive activities. Conversely, poor balance would trigger stress and resource loss, ultimately reducing performance. The strong positive coefficient in this study indicates that employees at PT United Tractors are likely operating in a resource gain cycle, where balance enhances well-being, which in turn reinforces productivity. From a dimensional perspective, the findings also align with the framework proposed by Fisher *et al.* (2009), particularly the dual nature of interference and enhancement (WIPL, PLIW, WEPL, PLEW). However, the results suggest that enhancement dimensions (WEPL and PLEW) may play a more dominant role than interference dimensions. This is because the effect size is exceptionally high—if interference were dominant, the relationship would likely weaken. Thus, employees may not only be avoiding conflict between roles but are actively experiencing positive spillover, where satisfaction in personal life enhances work engagement and vice versa. This interpretation is supported by Greenhaus and Powell (2006), who argue that enrichment between work and family roles improves performance through increased positive affect and efficiency.

Additionally, the findings can also be interpreted through the lens of Social Exchange Theory. When organizations provide policies or a climate that supports work-life balance, employees perceive this as organizational support, which they reciprocate

through higher commitment and productivity (Cropanzano *et al.*, 2017). In this case, PT United Tractors Tarakan Branch appears to have successfully established such reciprocal relationships, leading employees to respond with enhanced work outcomes. Importantly, the contextual factor of industrial characteristics and geographical location (Tarakan, supporting IKN development) should not be overlooked. In remote or high-intensity industrial settings, employees often face longer working hours and limited personal time. Therefore, even incremental improvements in work-life balance may produce disproportionately large effects on productivity. This helps explain why the coefficient in this study is higher than what is typically reported in prior research, which generally finds moderate effects.

Empirically, these findings are consistent with several Q1 journal studies. For instance, Haar *et al.* (2014) found that work-life balance significantly improves job satisfaction and performance across multiple countries, emphasizing its universal importance. Another study by Allen *et al.* (2013) in the Journal of Management highlights that supportive work-life policies significantly enhance employee productivity through increased engagement and reduced work-family conflict.

Managerial Implications

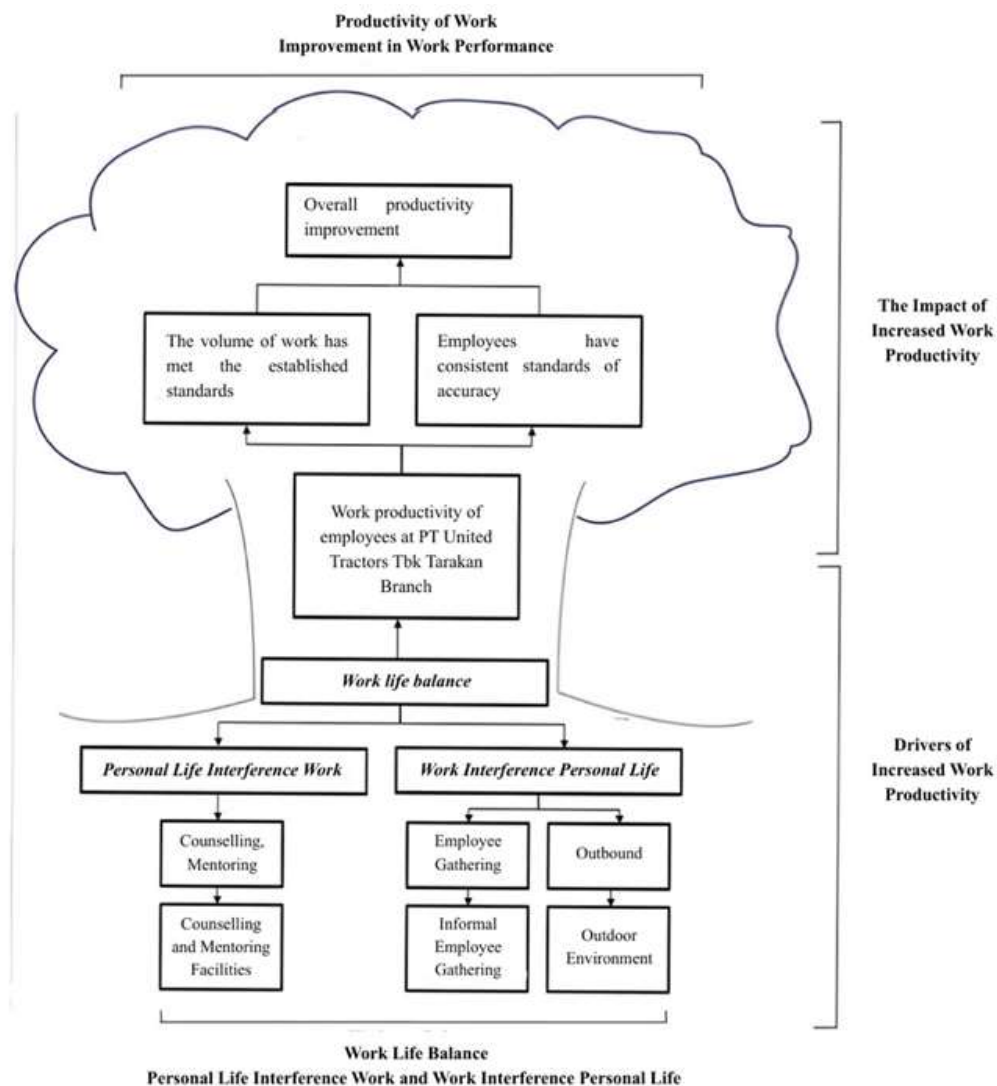


Figure 6. Employee productivity maintenance design model

Based on Figure 6, in an effort to maintain the level of employee productivity in employees of PT United Tractors Tbk Tarakan Branch, the author recommends programs related to work-life balance that can increase employee productivity. Programs for the variable of personal life interference work, namely counseling or mentoring programs, such as the provision of facilities within PT United Tractors Tbk Tarakan Branch, can be one of the effective strategies in encouraging the creation of a healthy work-life balance, which ultimately has an impact on increasing employee productivity. Through counseling services, employees get a safe space to express their emotional burdens, stress, and pressure that may arise from both work and personal life aspects. This assistance helps individuals manage role conflicts, strengthen mental resilience, and maintain emotional stability while carrying out tasks. Meanwhile, mentoring programs act as a forum for sharing experiences and knowledge from more senior employees, thus creating a supportive and motivated work environment. The interactions built from this program not only strengthen relationships between individuals in the workplace, but also increase confidence and job satisfaction. Thus, through psychological support and structured professional guidance, employees are able to maintain a balance between the demands of work and personal life, which is an important prerequisite for achieving optimal productivity.

Furthermore, the first program for the variable work personal life interference, namely programs such as employee gathering, can have a significant positive impact on the work-life balance of employees of PT United Tractors Tbk Tarakan Branch. This activity provides space for employees to get out of their busy work routines, interact more openly and without structural pressure, and build warmer social relationships with fellow colleagues and superiors. Through a more relaxed and fun atmosphere, employees have the opportunity to refresh their minds, reduce stress levels, and renew their work energy emotionally and psychologically. The second program is outbound with the theme of nature, by providing outdoor activities that can increase teamwork, mutual trust, and solidarity which is then reflected in more harmonious work collaboration in the office environment. With the establishment of positive interpersonal relationships and a more conducive work atmosphere, employees tend to have higher motivation and morale, which ultimately contributes to improved overall well-being and productivity.

Based on the findings of this study, companies can take further strategic steps in the form of internal policy formulation that is integrated with the work-life balance approach as part of a long-term employee productivity maintenance program. The first step that can be taken is to integrate the results of the research into the human resource evaluation agenda, especially in the aspects of psychological and social welfare of employees. Furthermore, companies are advised to prepare a plan for the implementation of counseling, mentoring, and employee gathering and outbound activities on a periodic and measurable basis. This is important to ensure that the interventions carried out are not incidental, but rather part of a sustainable support system in creating a healthy and productive work environment.

CONCLUSION

The empirical findings demonstrate that employees perceive work-life balance (WLB) at a relatively high level, as reflected by the mean score of 4 across all indicators. This aggregate score captures the four core dimensions of WLB, namely Personal Life Interference with Work (PLIW), Work Interference with Personal Life (WIPL), Personal

Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). The uniformly high perception across these dimensions suggests that employees are not only able to minimize role conflict between work and personal domains but also experience positive spillover effects between the two spheres. From a theoretical standpoint, this finding is consistent with the spillover theory and border theory, which posit that the interaction between work and non-work domains can generate either conflict or enrichment. In this case, the dominance of positive perceptions indicates that enrichment effects (PLEW and WEPL) may outweigh interference effects (PLIW and WIPL). This implies that employees at PT United Tractors Tbk Tarakan Branch are operating within a relatively well-managed boundary system, where organizational practices likely facilitate flexibility and psychological detachment from work.

Furthermore, the statistical analysis reinforces the robustness of the measurement model. All WLB indicators exhibit loading factors above the threshold of 0.5, thereby confirming adequate convergent validity. This indicates that the observed variables are sufficiently representative of the underlying construct. Such validity is critical in SEM-PLS analysis, as it ensures that the structural relationships tested are based on reliable latent constructs. More importantly, the structural model reveals a strong and statistically significant positive relationship between work-life balance and employee productivity. The path coefficient (original sample) of 0.893 indicates a substantial effect size, suggesting that WLB is not merely a peripheral factor but a central determinant of employee productivity. This relationship is further validated by the T-statistic value of 3.844, which exceeds the critical value of 2.00 at the 5 percent significance level, thereby confirming the acceptance of the alternative hypothesis.

The magnitude of this effect can be interpreted through the lens of the Job Demands-Resources (JD-R) model. Within this framework, work-life balance functions as a critical job resource that mitigates the negative impact of job demands such as workload, time pressure, and role ambiguity. When employees perceive a balance between work and personal life, their psychological resources—such as energy, focus, and intrinsic motivation—are replenished. Consequently, they are more capable of sustaining high levels of productivity. This aligns with empirical evidence suggesting that employees who experience lower work-family conflict and higher enrichment tend to demonstrate better task performance and organizational commitment. Additionally, the findings suggest that WLB contributes not only to short-term performance outcomes but also to long-term organizational sustainability. Employees who are able to maintain balance are less likely to experience burnout, absenteeism, and turnover intentions. Therefore, WLB should be viewed as a strategic human resource practice rather than merely an employee welfare initiative. In the specific context of PT United Tractors Tbk Tarakan Branch, the strong positive effect of WLB on productivity may also reflect organizational characteristics such as structured work systems, supportive leadership, and possibly the implementation of flexible work arrangements. However, this also opens an avenue for deeper inquiry: whether the high WLB perception is driven more by organizational policy, leadership behavior, or individual coping strategies. Future research could further disentangle these contributing factors.

In conclusion, the SEM-PLS analysis provides compelling evidence that work-life balance has a positive and significant influence on employee productivity. The strength of this relationship underscores the strategic importance of integrating WLB into human resource management practices. Organizations that actively foster balance between employees' professional and personal lives are likely to achieve not only higher

productivity but also more sustainable workforce performance.

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