

Balancing Act: The Interplay of Work-Life Balance and Engagement in Boosting Employee Productivity

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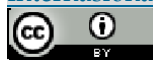
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ABSTRACT

This study investigates the relationships between work-life balance (WLB), work engagement (WE), and employee productivity (EP) in the context of modern work environments. Utilizing a sample of 175 respondents across various sectors, the findings reveal that both WLB and WE significantly enhance EP, with WE having a slightly stronger effect. Moreover, WLB serves as a moderating variable, diminishing the positive relationship between WE and EP. These results underscore the importance of fostering a supportive workplace that promotes both engagement and a healthy work-life balance. The study recommends longitudinal and sector-specific research to further explore these dynamics and calls for organizations to implement targeted interventions aimed at improving WLB and WE. By prioritizing these elements, organizations can enhance employee productivity and overall well-being, addressing the challenges posed by the evolving nature of work.

INTRODUCTION

In today's digital era, the issue of work-life balance (WLB) has garnered increasing attention, particularly in the context of technological advancements and shifting work patterns. The rise of job demands and the advent of technology enabling work from any location have blurred the boundaries between personal and professional life. Research has demonstrated a positive correlation between WLB and both employee performance and engagement. (Ramdhani, 2021) identified a significant positive impact of WLB on employee performance, emphasizing the need to foster a balance between work and personal life. Similarly, (Sayekti, 2022) reported that WLB positively influences job satisfaction and performance. Collectively, these studies underscore the critical role of WLB in enhancing employee engagement, job satisfaction, and overall performance. By promoting a healthy balance between work and personal life, organizations stand to improve both productivity and employee well-being.

Nevertheless, many organizations continue to struggle with fostering environments conducive to WLB. Issues such as extended working hours, constant availability pressure, and a highly competitive work culture can disrupt the achievement of this balance (Deski & Chusairi, 2024; Wulansari, 2023). Conversely, organizations that successfully implement effective WLB practices often experience increased employee engagement, which is reflected in enhanced performance and job satisfaction (Gustina, 2022; Luthfiyani, 2019).

Moreover, the Covid-19 pandemic has accelerated the transition to remote work models, which has introduced new dynamics in the relationship between WLB, work engagement, and productivity. Although remote work offers greater flexibility, recent studies suggest that many employees have reported experiencing burnout and challenges in separating work from personal life (Luthfiyani, 2019; Siregar & Rachmawati, 2023). This study aims to provide a deeper understanding of the interplay between WLB and work engagement, as well as their implications for productivity. By examining these dynamics, organizations can devise more effective strategies to support employees, improve engagement, and ultimately enhance productivity.

LITERATURE REVIEW

Employee productivity is the tangible behavior displayed as job performance in accordance with their role in the company (Juniarsih et al., 2021). This includes a continuous commitment to improving work methods and outcomes (Jirwanto & Sjukun, 2022). Several factors influence productivity, including employee competence, work spirit, and job satisfaction (Sari & Ubaidillah, 2023). Additionally, job descriptions and workplace facilities significantly impact productivity (Jirwanto & Sjukun, 2022). To enhance productivity, employees must work without errors, collaborate effectively within teams, and focus on achieving company goals (Nawawi & Natika, 2022). Productivity is also closely linked to work engagement, which refers to the level of recognition and active participation employees have in their work, considered vital for self-esteem (Sintia, 2023). This engagement has a profound impact on productivity, as research shows that it positively affects job

satisfaction and employee performance (Seprianto, 2021).

Another factor that can influence productivity is work-life balance (WLB). Recent studies have investigated the effects of WLB on productivity and performance. WLB has been shown to positively influence job satisfaction and performance, both directly and indirectly through job satisfaction (Sayekti, 2022). Furthermore, WLB has been found to positively affect employee performance, with job stress and job commitment acting as mediators (Farida I & Andreas Wahyu Gunawan P, 2023). However, one study indicated that WLB's influence on organizational citizenship behavior was not significant, though it did positively affect work motivation (Durahman, 2016). In the context of remote work, both working from home and WLB have demonstrated significant positive effects on work productivity. Notably, social motivation as a moderating variable showed a negative and insignificant effect on the relationship between work-from-home arrangements and productivity, while it had a positive but insignificant effect on the WLB-productivity relationship (Yahya, 2021). These findings highlight the complex dynamics between WLB and various work-related outcomes. Based on the above discussion, the following hypotheses are formulated:

- **H1:** There is a significant influence of work engagement on employee productivity
- **H2:** There is a significant influence of work-life balance on employee productivity

In this study, the researcher aims to use work engagement as a moderating variable in the relationship between work-life balance (WLB) and productivity. This is based on the practical emphasis on the importance of active employee engagement in their work to maximize the benefits of work-life balance. Organizations that support work engagement while also facilitating WLB have the potential to enhance employee productivity more effectively. Studies show that perceived organizational support has a positive influence on employee engagement and employee performance (Jesi & Sentoso, 2023; Rikmaratri & Prohimi, 2018). Organizations can facilitate work-life balance (WLB) through various supportive measures that are essential for workers to balance their professional and personal responsibilities (Deski & Chusairi, 2024). There is a significant positive correlation between perceived organizational support and WLB, with organizational support accounting for 27% of the variance in WLB (Puspitasari & Ratnaningsih, 2019). By fostering a supportive work environment that encourages work engagement and WLB, organizations have the potential to enhance employee productivity more effectively (Deski & Chusairi, 2024; Jesi & Sentoso, 2023).

- **H3:** Work engagement has been shown to effectively moderate the relationship between work-life balance and employee productivity

Based on the elaboration of the previous hypothesis, the conceptual framework for this research can be observed in the following figure.

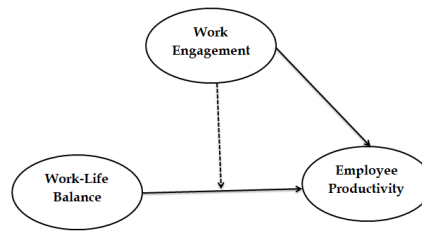


Figure 1. Conceptual Framework

METHODOLOGY

1. Population and Sample

Based on the results of the questionnaire data collection conducted over approximately two months, 175 respondents participated. Of the total respondents, 112 were categorized as millennial workers aged 28 to 43 years, while 62 respondents were classified as Generation Z, aged 17 to 27 years, according to the definition by Zemke et al. (2000) cited in (Bencsik et al., 2016). In terms of employment sectors, 51 respondents worked in the trade industry, 81 in the manufacturing sector, and 43 in the education sector. Out of the 175 respondents, 73 were female, while 102 were male.

2. Data Collection Technique

The data for this research was collected using a comprehensive approach with multiple methods. An extensive literature review was conducted, covering academic publications, industry reports, and government documents to build a strong theoretical foundation and identify relevant variables. To gather qualitative data on the variables and phenomena studied, in-depth data collection was employed. The questionnaire utilized a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure the constructs under investigation.

3. Data Analysis Method

Data analysis was conducted using path analysis with the Structural Equation Modeling (SEM) model through the Smart PLS 3.

RESULT AND DISCUSSION

1. Measurement Reliability and Validity

In this study, convergent validity was assessed using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The reliability and consistency of the questionnaire items were tested based on the criteria provided by Tabachnick et al. (2013), which state that an acceptable alpha value must be greater than 0.55 or 0.7. Additionally, Composite Reliability and AVE were used to evaluate reliability, following the guidelines proposed by (Fornell & Larcker, 1981), which suggest that a Composite Reliability value should exceed 0.7, while the AVE value should be greater than 0.5, as recommended by (Ghozali, 2014).

Table 1. Measurement Model

Item	Loadin g	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
WE1	0.826	0.924	0.939	0.687
WE2	0.790			
WE3	0.837			
WE4	0.868			
WE5	0.830			
WE6	0.870			
WE7	0.778			
WLB 1	0.881	0.968	0.974	0.861
WLB 2	0.943			
WLB 6	0.974			
WLB 7	0.878			
WLB 8	0.940			
WLB 9	0.946			
EP10	0.792	0.956	0.961	0.693
EP12	0.808			
EP13	0.861			
EP14	0.879			
EP3	0.738			
EP4	0.836			
EP5	0.865			
EP6	0.891			
EP7	0.816			
EP8	0.835			
EP9	0.826			
Note: WE = Work Engagement, WLB = Work Life Balance, EP = Employee Productivity				

The data provided demonstrates strong convergent validity for the constructs in this study, assessed through Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Cronbach's Alpha values were high—0.924

for Work Engagement (WE), 0.968 for Work-Life Balance (WLB), and 0.956 for Employee Productivity (EP)—indicating excellent internal consistency. Composite Reliability also exceeded the acceptable threshold of 0.7, with values of 0.939 for WE, 0.974 for WLB, and 0.961 for EP. Additionally, AVE values were above 0.5, at 0.687 for WE, 0.861 for WLB, and 0.693 for EP, confirming that the constructs explain a significant amount of variance in their indicators. Overall, these metrics affirm the reliability and validity of the measurement model, enhancing the confidence in the research findings.

In this study, discriminant validity was also tested according to the criteria established by (Fornell & Larcker, 1981). The first value of each construct variable must be bolded, and the AVE values are considered valid if they are greater than the values found in the diagonal entries of the corresponding rows and columns.

Tabel 2. Discriminant Validity

	WE	EP	WLB
WE	0.829		
EP	0.727	0.832	
WLB	0.318	0.343	0.928
Note: WE = Work Engagement, WLB = Work Life Balance, EP = Employee Productivity			

The study assesses discriminant validity based on the criteria established by (Fornell & Larcker, 1981), as shown in Table 2. The Average Variance Extracted (AVE) values for each construct—Work Engagement (WE) at 0.829, Employee Productivity (EP) at 0.832, and Work-Life Balance (WLB) at 0.928—are bolded in the diagonal entries. For discriminant validity to hold, these AVE values must be greater than the correlation values between the constructs found in the off-diagonal entries. The results indicate that WE's AVE is higher than its correlations with EP (0.727) and WLB (0.318), EP's AVE exceeds its correlation with WE (0.727) and WLB (0.343), and WLB's AVE surpasses its correlations with WE (0.318) and EP (0.343). Thus, all constructs demonstrate good discriminant validity, confirming their distinctiveness from one another. To further strengthen the results, this study also evaluated discriminant validity using the Heterotrait-Monotrait ratio (HTMT).

2. Structural Model and Hypothesis

The Structural Model testing aims to determine whether the relationships between latent variables, specifically the exogenous and endogenous constructs, can provide answers to the questions regarding the hypothesized relationships between these latent variables. The path diagram of the constructs in this study is illustrated in Figure 2: Structural Model.

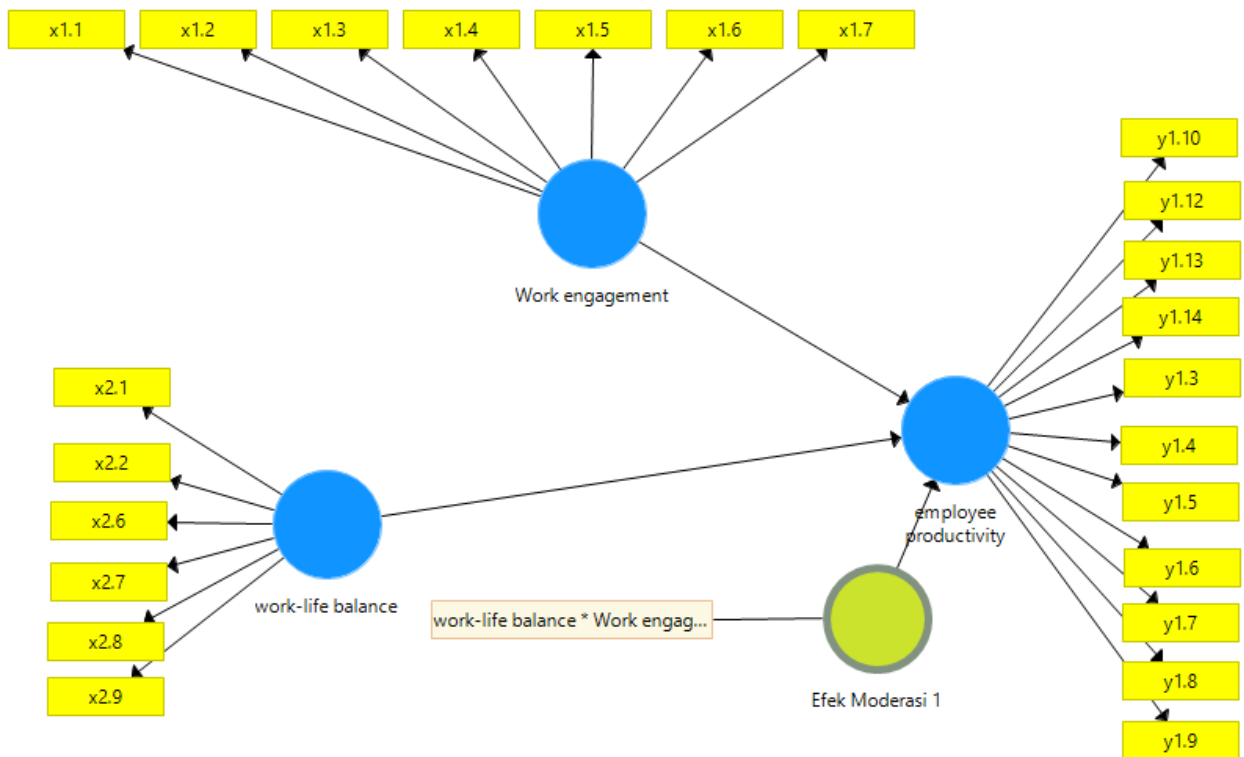


Figure 2. Structural Model

Tabel 3. Direct Effect

	Hypothesis	Original Sample	T-Value	P-Values	Results
H1	WE → EP	0.574	10,747	0.000	Supported
H2	WLB → EP	0.372	6.288	0.000	Supported

Note : WE = Work Engagement, WLB = Work Life Balance, EP = Employee Productivity According to (Solimun, 2017) ,the standard significance levels used in a single study are 1% ($\alpha = 0.01$), 5% ($\alpha = 0.05$), and 10% ($\alpha = 0.10$), which represent the acceptable risk of making a Type I error in rejecting a true null hypothesis, with 1% being used for high confidence, 5% as the most common, and 10% when more uncertainty is acceptable

The findings presented in Table 3 provide empirical evidence on the direct effects of Work Engagement (WE) and Work-Life Balance (WLB) on Employee Productivity (EP), with both hypotheses showing statistically significant results.

- H1: The coefficient of the direct effect of Work Engagement on Employee Productivity is 0.574, suggesting a substantial positive influence of WE on EP. This is further corroborated by the T-value of 10.747, which exceeds the critical threshold, and a p-value of 0.000, indicating that the effect is

significant at the 1% level ($\alpha = 0.01$). These results demonstrate a robust relationship, implying that as employees' engagement in their work increases, there is a corresponding enhancement in their productivity. Thus, the hypothesis is empirically supported.

- H2: The direct effect of Work-Life Balance on Employee Productivity is reflected by a coefficient of 0.372, which signifies a positive and statistically significant impact of WLB on EP. The T-value of 6.288 and p-value of 0.000 affirm the significance of this effect, again at the 1% level ($\alpha = 0.01$). This result suggests that maintaining a balance between work and personal life is an important determinant of productivity, with employees who experience better work-life balance likely to exhibit higher productivity levels. Consequently, this hypothesis is also supported by the data.

In summary, the analysis confirms that both Work Engagement and Work-Life Balance significantly enhance Employee Productivity, with Work Engagement exhibiting a slightly stronger impact. The statistical strength of the results, underscored by low p-values and high T-values, suggests a high degree of confidence in the relationships being explored, in line with (Solimun, 2017) standards for significance levels in empirical research.

Table 4. Moderation Effects

	Hypothesis	Original Sample	T-Value	P-Values	Results
H3	WLB→(WE)→EP	-0.324	5,380	0.000	Supported
Note : WE = Work Engagement, WLB = Work Life Balance, EP = Employee Productivity According to (Solimun, 2017) ,the standard significance levels used in a single study are 1% ($\alpha = 0.01$), 5% ($\alpha = 0.05$), and 10% ($\alpha = 0.10$), which represent the acceptable risk of making a Type I error in rejecting a true null hypothesis, with 1% being used for high confidence, 5% as the most common, and 10% when more uncertainty is acceptable					

The results in Table 4 provide evidence on the moderating effect of Work-Life Balance (WLB) on the relationship between Work Engagement (WE) and Employee Productivity (EP).

- H3: The original sample coefficient for the moderating effect of WLB on the relationship between WE and EP is -0.324, indicating that Work-Life Balance negatively moderates this relationship. In other words, higher levels of Work-Life Balance weaken the positive relationship between Work Engagement and Employee Productivity. The T-value of 5.380 suggests that the moderating effect is statistically significant, with a p-value of 0.000 confirming significance at the 1% level ($\alpha = 0.01$). This result implies that, while Work Engagement generally enhances Employee Productivity, the

effect becomes less pronounced as Work-Life Balance improves.

The negative moderating effect suggests that when employees experience a better balance between their work and personal lives, the additional productivity gains from increased Work Engagement are reduced. This nuanced finding underscores the complex interplay between these variables, highlighting that while both Work Engagement and Work-Life Balance positively influence productivity, their combined effects require careful consideration. Thus, the hypothesis is supported, with the data indicating that Work-Life Balance significantly moderates the relationship between Work Engagement and Employee Productivity, in line with (Solimun, 2017) thresholds for statistical significance.

This study aims to explore the relationships between work-life balance (WLB), work engagement (WE), and employee productivity (EP) in the context of an evolving work environment. The analysis results indicate that both WLB and WE significantly impact EP, with WE exhibiting a slightly stronger effect.

3. The Impact of Work Engagement on Employee Productivity

The analysis supports Hypothesis H1, showing a significant positive relationship between WE and EP, with a coefficient of 0.574. This finding aligns with previous research emphasizing the importance of employee engagement in enhancing performance (Ramdhani, 2021; Sayekti, 2022). When employees feel engaged in their work, they are more likely to commit to achieving organizational goals, which in turn enhances their productivity. The high T-value (10.747) and a very low p-value (0.000) indicate that this relationship is robust and consistent.

4. The Impact of Work-Life Balance on Employee Productivity

The results for Hypothesis H2 reveal that WLB also has a significant positive effect on EP, with a coefficient of 0.372. This suggests that employees who manage to maintain a balance between work and personal life tend to be more productive. This finding supports the notion that WLB is not only crucial for employee well-being but also contributes directly to their performance (Sayekti, 2022). Enhanced WLB can lead to higher job satisfaction, ultimately resulting in improved productivity (Gustina, 2022).

5. The Role of Work Engagement as a Moderating Variable

Hypothesis H3 posits that WLB serves as a moderating variable in the relationship between WE and EP. The results indicate that the moderation coefficient is -0.324, suggesting that WLB diminishes the positive relationship between WE and EP. The T-value (5.380) and p-value (0.000) support the significance of this finding. This indicates that while WE generally enhance EP, the additional productivity gains from increased engagement are reduced when WLB is high. This nuanced finding highlights the complex interplay between these variables, suggesting that although both WE and WLB positively influence productivity, their combined effects warrant careful consideration (Irchamillah & Hendriani, 2023).

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, this study affirms that both WE and WLB significantly contribute to employee productivity. Given the results indicating that WLB moderates the relationship between WE and EP, organizations should develop a holistic approach encompassing both variables. Creating a supportive work environment that fosters engagement while promoting a healthy work-life balance is key to enhancing productivity and employee well-being in today's digital era. Based on the insights gained from this study, several strategic recommendations are proposed for future research and organizational practices. First, conducting longitudinal studies would provide valuable perspectives on how the relationships between work-life balance (WLB), work engagement (WE), and employee productivity (EP) evolve over time, especially in light of the ongoing shifts in work patterns following the pandemic. Additionally, exploring these dynamics across various sectors could uncover potential variations in the impacts of WLB and WE on productivity, tailoring approaches to specific industry needs. Qualitative methodologies, such as in-depth interviews or focus groups, should be employed to gain richer, more nuanced insights into employees' experiences with work-life balance and engagement. Moreover, organizations should consider implementing targeted interventions designed to enhance WLB and WE, followed by robust evaluations to measure their effects on employee productivity and overall job satisfaction.

FURTHER STUDY

In light of the findings from this research, further studies should consider exploring several key areas. First, longitudinal research can provide insights into how the dynamics between work-life balance (WLB), work engagement (WE), and employee productivity (EP) evolve over time, particularly in response to changes in workplace practices. Additionally, sector-specific analyses would be beneficial to understand how these relationships differ across industries, enabling organizations to tailor interventions more effectively. Qualitative methodologies, such as interviews and focus groups, could uncover deeper insights into employees' lived experiences concerning WLB and WE. Implementing experimental or intervention studies aimed at enhancing WLB and WE can help identify best practices that positively influence productivity and job satisfaction. Furthermore, investigating additional moderating factors—such as organizational culture, leadership styles, and employee demographics—could enrich our understanding of these relationships.

Finally, examining the role of technology, especially in remote and hybrid work settings, warrants attention, as it may significantly impact WLB, WE, and EP. Cross-cultural studies would also provide valuable perspectives on how varying cultural contexts and labor policies shape these dynamics.

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