

## The Influence of Work Management and Work-Life Balance on Work Productivity

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### Abstract

This research aims to find out how much influence work management and work life balance have on work productivity. This research took samples from employees working at Bekasi Regency Companies which received 65 respondents. The method used is a quantitative survey research method which is carried out by distributing questionnaires which include statements regarding work management issues, work life balance and work productivity. The results of this research found that work management has a significant positive effect on work productivity and work life balance has a weak effect on work productivity.

**Keywords:** Work Management, Work-Life Balance, Work Productivity.

### Introduction

The most important resource is human resources. Human resources are resources that are used to synergize other resources to achieve organizational goals (Anwar Prabu Mangkunegara, 2013). Karina et, all (Karina & Ardana, 2020) stated that the role of employees is very large in achieving the success of the company, what needs to be considered is employee performance, namely service. The success of a company is largely determined by the services provided. Every company certainly always tries to improve the performance of its employees, with the hope that the company's goals will also be achieved. Employees are not merely objects in achieving goals, but also subjects or actors. They can be planners, implementers and controllers who always play an active role in realizing company goals, and have thoughts, feelings and desires that can influence their attitude towards work.

In various fields, especially organizational life, the human factor is the main problem in every activity in it. This is because there is a line of intersection or interaction between the individuals themselves, the organization and the technology. This results in the dynamic life in an organization will be a dynamic itself (Sanjiwani & Suana, 2016). Based on several opinions of experts, it can be concluded that work life balance is a balanced relationship between work and personal life. These two things can run well according to their roles and responsibilities to fulfill their work. Work life balance can affect individuals when making decisions and taking actions, because it is closely related to individual life and their efforts to go beyond work-life

balance. This is because work life and personal life are urgent so that individuals can carry out their duties well in the company and still be able to increase their work productivity (Greenhaus et al., 2003).

The phenomenon of work-life balance has recently become a much-discussed issue among workers in Indonesia. Along with the times and increasing public awareness about mental health, the need for work-life balance has become a demand in various sectors (Niall McCarthy, 2016). In addition to requiring employees to be able to carry out every company goal that must be achieved, companies must also pay attention to the flexibility of employees' work in carrying out their social lives. The implementation of work-life balance occurs due to several reasons that trigger it, namely shifts in the demographic composition of the workforce, increased working hours, and changes in the pace and intensity of work. This has become the focus of academics and practitioners to look at the interface of work and life (Ady & Wijono, 2013).

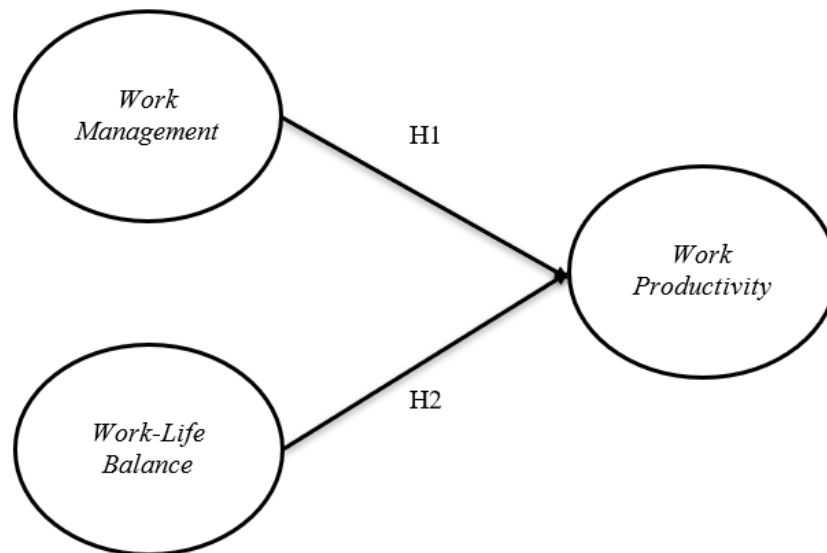
Westman et al, (Westman et al., 2009), Work-life balance is the extent to which individuals feel psychologically satisfied and there is no conflict between the division of roles in work life and personal life, such as with spouses, parents, family, friends and community members. According to several studies that have been conducted on the effect of work-life balance on employee performance, these two variables have a relationship. The skills needed to achieve an effective work-life balance will directly affect their level of engagement at work (Abid & Barech, 2017). Global average data on Millennials' job preferences show that Millennials working today have work-life balance requirements that can be better met, in addition to other factors such as the reputation of company managers. Companies are required to be able to pay more attention to employee work-life balance in order to retain employees with the best potential. Based on the issues described above, researchers are interested in finding out more about work management, work life balance, and work productivity. With the title "The Effect of Work Management and Work Life Balance on Work Productivity".

## Method

The method used is quantitative research method. Quantitative method is a research approach that uses data in the form of numbers as a tool to analyze the phenomenon to be known. This method is often used to test hypotheses and measure relationships between variables. Quantitative research can be done with various techniques, such as surveys, experiments, and regression analysis (Sugiyono, 2012). The population was taken from workers who worked in the Bekasi Regency area with a sample of 65 workers. Data analysis in this study used smart PLS software with data tested in this study including R-square, Path Coefisien.

## Research Design

**Figure 1. Research Design**



## Result and Discussion

### R Square

**Table 1. R Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>PK</b>	0,660	0,649

The R Square value for work productivity in the regression model analyzed is 0.660. This figure shows that the ability of the independent variables (predictors) to explain variations in the dependent variable of work productivity is 66%. In other words, there is a contribution of independent variables to work productivity of 66%. While the Adjusted R Square value is 0.649, which means that the independent variables are able to explain variations in work productivity by 64.9% when adjusted for the number of independent variables used and the amount of data or samples. This is a more accurate value than R Square. In conclusion, the regression model analyzed is good enough to predict employee work productivity, with a contribution percentage of about 66% based on the R Square value and 64.9% based on Adjusted R Square. However, there are still about 34% of other factors outside the model that influence work productivity.

## Path Coefficients

**Table 2. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WLB -&gt; PK</b>	0,175	0,160	0,116	1,498	<b>0,135</b>
<b>WM -&gt; PK</b>	0,692	0,713	0,106	6,527	<b>0,000</b>

Based on the results of the regression analysis conducted, the T Statistic value for the effect of the Work Management variable on Work Productivity is 6.527. This T Statistic value is quite high and indicates that individually, the Work Management variable has a strong and positive influence in predicting employee Work Productivity. On the other hand, the P-value for the Work Management variable is 0.000. This value is much smaller than the significance level of 0.05 which is the general reference. Therefore, it can be statistically concluded that Work Management has a significant effect on Work Productivity at the 95% confidence level.

The positive and high T-statistic value indicates that work management makes a major contribution to increasing work productivity. Improving the quality of work management can be an effective way to increase employee productivity in the company. Good work management, such as proper scheduling, clear work standards, and efficient use of technology and resources, is proven to be able to support employees in completing their tasks productively. On the other hand, poor work management will lead to inefficiency and decreased work productivity. In general, the results of the analysis indicate that improving the quality of work management will significantly increase work productivity. Companies need to pay attention and ensure this aspect of work management so that employee work productivity targets can be met.

Statistic of 1.498 for the effect of Work Life Balance variable on Work Productivity. This T-Statistic value indicates that individually, Work Life Balance has a positive although not very strong influence on Work Productivity. On the other hand, the P-value for the Work Life Balance variable is 0.135. This value is greater than the commonly used significance level of 0.05. Therefore, statistically, it can be said that the effect of Work Life Balance on Work Productivity in the current data is insignificant.

The results in this study are relevant to previous research conducted by Ranti Lukmiati (2020), concluded that work-life balance has a positive effect on employee performance. A good work-life balance can increase employee productivity, because they are more focused and inquisitive in their work, and are able to overcome occupational health problems that may occur. In addition, previous research conducted by Irene Isabella Perangin Angin (2021). The

conclusion from the analysis of the effect of work life balance on the performance of generation X and Y employees in Jakarta is that work life balance as measured by the dimensions of WIPL, PLIW, WEPL and PLEW simultaneously has a significant effect on the performance of generation X and Y employees. Partially, the WIPL dimension has no effect on the performance of generation X and Y employees, PLIW has a negative and significant effect on employee performance, WEPL has a positive and significant effect on employee performance, and PLEW has a positive and significant effect on employee performance. The results of research conducted by Rochim Sidik (2019), The results of simultaneous significance testing or F test between the influence of ability variables, work life balance, and job satisfaction on performance, the results show that ability, work life balance, and job satisfaction have a simultaneous, positive and significant effect on employee performance at BMT Permata Jatim.

## Conclusion

Overall, it can be concluded that although theoretically Work Life Balance has the potential to increase employee Work Productivity, the regression analysis results show that on certain databases, this effect is not significantly proven. The positive T Statistic value indicates a positive albeit weak influence, while the P Values > 0.05 confirm the statistical insignificance of this relationship. Based on both the T Statistic and P Values, it is evident that Work Management plays an important role in improving employee Productivity. The better the work management, the more significantly it will be able to increase the productivity of the company's employees.

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