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The Role Of Work Life Balance, Employee Engagement, And Work Motivation In Employee Productivity: A Study At CV. Jayawijaya Makmur Boyolali

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Abstract

The characteristics of Generation Z which prioritize flexibility, innovation, and a supportive work environment require organizations to adapt their human resource management strategies to remain relevant. This study aims to analyze the effects of work life balance, employee engagement, and work motivation on employee productivity at CV Jayawijaya Makmur Boyolali. The sample consisted of all 30 permanent employees actively working at CV Jayawijaya Makmur Boyolali, selected using a saturation sampling technique (census). The retrieval of primary empirical data was executed through the web-based distribution of structured questionnaires administered via Google Forms. Subsequently, the collected data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method via SmartPLS 3.0 software. The path analysis results indicate that work life balance (β = 0.241; p = 0.035), employee engagement (β = 0.030; p = 0.026), and work motivation (β = 0.461; p = 0.021) each have a positive and significant effect on employee productivity. Among the three independent variables studied, work motivation proved to be the most dominant predictor of productivity. These findings indicate that improvements in psychological aspects and work life balance contribute significantly to optimizing work performance within the company.

Keywords: Work life Balance, Employee Engagement, Work Motivation, Employee Productivity

INTRODUCTION

Currently, the workforce is increasingly dominated by Generation Z those born between 1995 and 2010. They tend to prioritize work flexibility, are highly open to

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innovation, and have high expectations for a supportive work environment. This shift certainly presents a unique challenge for organizations to adapt their human resource management strategies to remain relevant. Many companies in Indonesia are also facing these adjustment challenges, including lower-to-middle tier enterprises (SMEs) in regions that are currently striving to transform their operations. These rapid changes have the potential to create an imbalance between work demands and employees' personal lives. Therefore, companies need a more adaptive management approach that prioritizes the well-being of their employees.

A crucial concept in maintaining employee well-being is work life balance that is, an individual's ability to balance their occupational obligations and private commitments. In the realm of modern management, this concept has proven to be a vital foundation for work effectiveness. Various previous empirical studies, such as those conducted by Gunarti and Lestari (2025), show that work life balance has a positive and significant impact on employee productivity.

CV Jayawijaya Makmur is a private company engaged in the trade and distribution of livestock supplies, particularly for cattle (such as medications and animal supplements/vitamins). Currently, the company's internal dynamics are dominated by a demographic shift in the workforce, where the majority of staff and permanent operational positions are filled by young people from Generation Z.

The company is required to continuously improve productivity amid limited resources and intense regional economic competition. CV Jayawijaya Makmur has recently implemented high sales targets and a strict inventory management system. However, this change in work approach has not been fully accepted by employees, especially those in Generation Z who now dominate the workforce there.

A key factor that is highly relevant in this context is Work life balance, pertaining to how an individual's capability to align their work responsibilities and non-work commitments. In the field of modern management, this concept has proven to be a crucial foundation for work effectiveness (Gunarti and Lestari, 2025). Employee engagement levels. When employees feel physically, emotionally, and cognitively connected to their work, they tend to perform at their best. (Yudha, 2022). Employee productivity is essentially a measure of an employee's efficiency and effectiveness in utilizing organizational resources to generate maximum output. Nuryadi and Nurlina (2025) emphasize that high productivity in the workplace is a direct result of strengthening employees' psychological well-being.

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Grounded in preliminary field observations, there are indications of a decline in work productivity, which has led to operational instability and an increased workload for employees. Company management has, in fact, attempted to implement improvements, such as adjusting work systems and providing additional incentives. Therefore, this study aims to analyze and empirically demonstrate the influence of work life balance, employee engagement, and work motivation on employee productivity at CV Jayawijaya Makmur Boyolali.

Objectives

This article intends

1. To determine the effect of work life balance on employee productivity at CV Jayawijaya Makmur Boyolali.
2. To determine the effect of employee engagement on employee productivity at CV Jayawijaya Makmur Boyolali.
3. To determine the effect of work motivation on employee productivity at CV Jayawijaya Makmur Boyolali.

LITERATURE REVIEW

Work Life Balance and Employee Productivity

Work life balance is an employee's adaptive ability to harmoniously align their physical and psychological energy surrounding the job expectations and their personal life. This dynamic and subjective balance encompasses the fulfillment of work and family responsibilities, as well as personal time, and is characterized by employees' emotional contentment and overall vitality (Mahardika et al., 2022; Seninasari & Ridwan, 2025). Achieving this balance depends on the interaction between factors such as policy flexibility and workplace support (Mahardika et al., 2022). When organizations and individuals fail to harmonize these two aspects, it has a devastating impact on workers' psychological well-being, triggering acute job burnout, emotional exhaustion, apathy, and a drastic decline in work effectiveness (Mahardika et al., 2022).

Gunarti and Lestari (2025) confirm that work life balance has a positive and significant impact on employee productivity. This finding is reinforced by Fadhli, Israwati, and Mahendra (2024), who noted the significant influence of this balance on employee productivity. In line with these results, studies by Gibran (2024) and Saputra, Ali, and

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Hadita (2024) also confirm that achieving work life balance and maintaining high job motivation directly drive an increase in employee productivity.

Employee Engagement and Employee Productivity

Employee engagement reflects employees' emotional attachment and cognitive and emotional engagement with their responsibilities and the organization where they work, which sparks an internal drive to perform at their best (Yudha, 2022). Operationally, this concept of engagement is analyzed through three main dimensions according to Schaufeli and Bakker: vigor, dedication, and absorption. The creation of this optimal work engagement is driven by managerial stimuli such as good labor-management relations, clear job descriptions, career opportunities, fair compensation, and an open communication climate (Nugraha & Rukhviyanti, 2024).

Strengthening work engagement has a direct impact on increasing productivity and the company's collective performance (Intizam et al., 2025). Actively engaged employees tend to have low absenteeism rates, high levels of innovation, and strong job retention. These positive effects have been shown to be significant in minimizing operational losses, reducing turnover intention (employees' desire to leave), and building long-term internal organizational stability (Intizam et al., 2025).

Work Motivation and Employee Productivity

Work motivation is a psychological drive that directs and sustains the intensity of employee behavior to achieve organizational goals with high enthusiasm (Septiannoor, 2024). According to the Two-Factor Theory, motivation is influenced by extrinsic factors that prevent dissatisfaction (such as incentives and benefits) and intrinsic factors that foster long-term commitment (Hasnah, 2023). According to Syahnego et al. (2024), the level of work motivation is measured through three specific behavioral dimensions: the choice of positive behaviors, the amount of effort expended, and the level of persistence employees demonstrate when facing work obstacles.

Well managed work motivation serves as the primary foundation for boosting productivity and achieving outstanding individual performance for the company (Syahnego et al., 2024). This internal drive transforms job responsibilities from an operational burden into a means of self-actualization, thereby fostering independent work patterns and minimizing negligence (Septiannoor, 2024). The combination of strong motivation and work discipline makes employees more proactive resilient in the

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face of operational challenges, and consistently able to maintain high productivity even amid intense market competition (Syahnego et al., 2024).

RESEARCH GAP

The existing literature highlights two notable gaps:

1. Conceptual Model Novelty (Structural Novelty): This study successfully bridges the limitations of previous research which tended to test variables separately (partially) by integrating the factors of work life balance, employee engagement, and work motivation into a single, cohesive, and comprehensive structural model to predict work productivity.
2. Contextual and Practical Value: This study provides empirical evidence and evidence-based recommendations specific to the operational dynamics of regional distribution companies outside major cities, such as CV. Jayawijaya Makmur Boyolali.

RESEARCH METHOD

This study uses a quantitative methodology to evaluate the consequences of work life balance (X_1), employee engagement (X_2), and work motivation (X_3) on employee productivity (Y) at CV Jayawijaya Makmur, an industrial supplies distribution company located in Boyolali Regency, Central Java

This study covers the entire population of 30 permanent employees at CV Jayawijaya Makmur in Boyolali. The entire population was selected as the sample using a non-probability sampling technique known as saturation sampling (census), given the limited population size and the fact that the entire population was accessible. According to Sugiyono (2023), saturation sampling is a sampling technique in which all members of the population are included in the sample.

Information were gathered via a digital questionnaire using a 1–5 Likert scale (Strongly Disagree to Strongly Agree) distributed through Google Forms. The instrument had been tested for validity (factor loadings > 0.50) and reliability (Cronbach's Alpha>0.70)

Prior to use (Hair et al., 2019) using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method via SmartPLS 3.0 software.

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Descriptive Statistics

Of the 30 employees, the majority of respondents were from the Operations, Warehousing, and Logistics Division (16 people, or 53.3%), followed by the Sales & Marketing Division (8 people, or 26.7%), the Administration & Finance Division (4 people, or 13.3%), and Management/Leadership (2 people, or 6.7%).

Outer Model (Measurement Model)

Table 1 presents the outer model results. All constructs exceeded the minimum thresholds for Cronbach's Alpha (> 0.70), Composite Reliability (> 0.70), and AVE (> 0.50), confirming convergent validity and internal consistency.

Table 1. Outer Model: Validity and Reliability Results

Variable	Cronbach's α	CR (rho_a)	CR (rho_c)	AVE	Ket.
Work Life Balance	0,852	0,866	0,893	0,625	Valid
Employee Engagement	0,925	0,938	0,943	0,770	Valid
Work Motivation	0,911	0,925	0,933	0,736	Valid
Employee Productivity	0,926	0,928	0,944		Valid

Source: Output SmartPLS 3.0, 2026.

Outer loadings ranged from 0.742 to 0.903, all exceeding the minimum threshold of 0.50 Hair et al., (2021). Discriminant validity was confirmed via Fornell-Larcker criteria (√AVE diagonal values > inter-construct correlations) and HTMT ratios (all < 0.90, range: 0.273 – 0.474). VIF values (3.374) were well below the multicollinearity threshold of 5.0.

Inner Model (Structural Model)

The inner model showed strong predictive performance: R^2 = 0.306 moderate; Hair et al., (2021), Q^2 = 0.219 (strong predictive relevance), and f^2 values of 0.088 (X1→Y), 0.106 (X2→Y) both in the small to moderate range, and 0.032 (X3→Y) in the small range.

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Hypothesis Testing

Table 2 presents the bootstrapping results for all three hypotheses.

Table 2. Hypothesis Testing Results (Bootstrapping)

H	Path	β	t-stat	p-value	Sig.	Decision
H1	Work Life Balance → Employee Productivity	0,241	1.935	0.035	p < 0.05	Accepted
H2	Employee Engagement → Employee Productivity	0,030	1.991	0.026	p < 0.05	Accepted
H3	Work Motivation → Employee Productivity	0,461	2.337	0.021	p < 0.05	Accepted
H4	X1 + X2 + x3 → Y (simultaneous)	0.000	-	R^2=0.306	p < 0.05	Accepted

Source: Output SmartPLS 3.0, 2026

H1 was supported: Work Life Balance positively and significantly affected Employee Productivity (β = 0,241, t = 1.935, p = 0.035). H2 was supported: Employee Engagement positively and significantly affected Employee Productivity (β = 0,030, t = 1.991, p = 0.026), with a larger effect size. H3 was supported: Work Motivation positively and significantly affected Employee Productivity (β = 0,461, t = 2.337, p = 0.021). H4 was supported: the three variables jointly explained a significant portion of Employee Productivity variance (p < 0.05, R^2 = 0.306).

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DISCUSSION

Based on the results of hypothesis testing using PLS-SEM via SmartPLS 3.0, it was found that all hypotheses proposed in this study were proven to have a positive and significant effect on employee productivity at CV Jayawijaya Makmur Boyolali. Testing of the first hypothesis (H1) confirmed that work-life balance has a positive and significant effect on work productivity (β = 0,241; t = 1,935; p = 0,035). This finding reinforces the theoretical foundation that employees' ability to harmoniously allocate and manage their energy between the demands of work and their personal lives is a crucial foundation for maintaining their daily performance. Amid the dominance of Generation Z workers at CV Jayawijaya Makmur who highly value flexibility and a comfortable work environment achieving work life balance can mitigate the risk of work-related stress and burnout resulting from high sales targets and a strict inventory management system. These results align with previous studies conducted by Gunarti and Lestari (2025), Fadhli et al. (2024), and Gibran (2024), which emphasize that an adequate level of work-life balance is directly proportional to increased employee efficiency and work output.

Testing the second hypothesis (H2) showed that employee engagement has a positive and significant effect on work productivity (β = 0,030; t = 1,991; p = 0,026). Employees' emotional, physical, and cognitive engagement with organizational tasks can trigger an internal drive to perform at their best. Although the magnitude of the path coefficient (β = 0,030) and its effect size (f^2 = 0,106) are relatively small, employee engagement still plays a crucial role as the foundation of organizational stability. Employees who feel connected to their workplace tend to have better attendance rates, are more proactive, and are motivated to minimize operational errors. This supports the findings of Intizam et al. (2025) and Yudha (2022), who state that strengthening employee engagement contributes significantly to maintaining consistent productivity and reducing turnover intention.

The results of the test of the third hypothesis (H3) demonstrate that work motivation has a positive and significant effect on work productivity (β = 0,461; t = 2,337; p = 0,021). Among the three independent variables studied, work motivation proved to be the most dominant driver in determining the productivity of CV Jayawijaya Makmur employees. In accordance with the Two-Factor Theory, both extrinsic factors such as intensive adjustments and reward systems and intrinsic factors such as self-actualization drive employees' physical and mental motivation to achieve the company's operational targets. Strong motivational drive has been shown to transform job responsibilities from mere daily burdens into a means of self-development, thereby increasing employees'

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persistence and tenacity when facing obstacles in the field. These findings are consistent with the research by Septiannoor (2024) and Syahnego et al. (2024), which identify work motivation as the primary driving force behind increased work output.

Collectively (H4), the combination of the variables work-life balance, employee engagement, and work motivation was found to have a simultaneous effect and to explain 30.6% of the variance in employee productivity (R^2 = 0,306; p < 0,05). This coefficient of determination is classified as moderate, indicating that optimizing work productivity cannot be achieved by focusing on just one aspect alone. The integration of balanced management of personal time and energy, emotional attachment to the organization, and appropriate motivational stimulation has been shown to create a strong synergy in boosting productivity. Meanwhile, the remaining 69.4% is explained by factors outside the scope of this study, such as workplace facilities, leadership style, and other work environment variables. In practical terms, these findings have important implications for the management of CV Jayawijaya Makmur Boyolali in formulating more adaptive human resource management strategies that prioritize employees' psychological well-being to drive sustainable company efficiency.

CONCLUSION

Based on the results of a study on the Role of Work life Balance, Employee Engagement, and Work Motivation on Employee Productivity at CV Jayawijaya Makmur Boyolali, using the Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) method, the following conclusions were drawn:

1. Work life balance has a positive and significant effect on employee productivity at CV Jayawijaya Makmur Boyolali, with a path coefficient of 0.241 and a significance value of P = 0.035 (< 0.05), thus H_1 is accepted.
2. Employee engagement has a positive and significant effect on employee productivity, with a path coefficient of 0.030 and a significance value of P = 0.026 (< 0.05); therefore, H_2 is accepted.
3. Work motivation has a positive and significant effect on employee productivity, with a path coefficient of 0.461 and a significance value of P = 0.021 (< 0.05); therefore, H_3 is accepted.

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