



DOI: <https://doi.org/10.38035/dijemss.v6i5>  
<https://creativecommons.org/licenses/by/4.0/>

## The Effect of Work Motivation and Work Life Balance on Employee Work Productivity at The Cirebon City Health Department

Siti Rodotus Syifa<sup>1</sup>, Nanda Ahmad Setiawan<sup>2</sup>, Muhammad Alwi<sup>3</sup>

<sup>1</sup>Self-Help University of Gunung Jati, Cirebon, Indonesia, [sitirodotussyifa@gmail.com](mailto:sitirodotussyifa@gmail.com)

<sup>2</sup>Self-Help University of Gunung Jati, Cirebon, Indonesia, [nandaahmad542@gmail.com](mailto:nandaahmad542@gmail.com)

<sup>3</sup>Self-Help University of Gunung Jati, Cirebon, Indonesia, [malwy1980@gmail.com](mailto:malwy1980@gmail.com)

Corresponding Author: [sitirodotussyifa@gmail.com](mailto:sitirodotussyifa@gmail.com)<sup>1</sup>

**Abstract:** A company is an entity that has an important role in producing goods or services to achieve profit. In order to achieve goals and success, attention to human resource management (HR) is mandatory. Employees, as the main element in carrying out the company's duties and functions, need to be given attention to improve their performance and productivity. Factors that influence work productivity include work motivation and work-life balance. Work motivation is a driving force for individuals to achieve, while work-life balance helps avoid conflicts between work and personal life that can hinder productivity. This study aims to analyze the effect of work motivation and work-life balance on employee work productivity at the Cirebon City Health Office. The research method used is quantitative with a descriptive approach and applies multiple linear regression analysis. The results of the study indicate that both variables have a positive and significant effect on employee work productivity, both partially and simultaneously. Therefore, companies need to pay more attention to these factors to increase employee productivity, which in turn supports the achievement of company goals.

**Keywords:** Work Motivation, Work Life Balance, Work Productivity

### INTRODUCTION

A company is "a business entity formed to produce goods or services with the aim of gaining profit or gain, with a broad role because it can be a producer, distributor, and consumer" (Wahjono, 2021:116). Human resources are "agents of change, who act as implementers and determinants of company activities" (Herlina et al., 2022:491). Therefore, to achieve success, companies must pay special attention to the management of human resources. "an employee is the most important component in a company to carry out the production process to distribution"(Widodo & Yandi, 2022:1).

Human resource development aims to improve the quality of employees, which is essential for enhancing company performance. To achieve good and more productive performance in accordance with company goals, employees must receive structured and effective direction from the company (Tifani Nur Adinda et al., 2023). Productivity, as the ability to perform optimally, is influenced by internal and external factors such as work

pressure, work environment, and individual capabilities (Sedarmayanti, 2016). Productivity helps companies grow and balance their interests with broader business goals (Christy et al., 2017). Therefore, companies must strive to maintain employee productivity through various strategies (Siagian, 2009).

Work motivation is a driving force within individuals that encourages them to be more productive (Nugroho, 2021). It reflects the mental energy that pushes individuals to achieve their goals (Pratikno & Hermawan, 2022). Alongside motivation, work-life balance is also crucial. It refers to the ability to balance work and personal life, contributing to employee well-being and productivity (Singh & Khanna in Salsabila et al., 2021; Hafid & Prasetyo, 2017). Without balance, employees may struggle to meet responsibilities effectively.

Competent employees tend to exhibit high productivity, which is closely tied to company support and fulfillment of expectations. Productivity is achieved when inputs are efficiently transformed into outputs (Wasiman & Wangdra, 2023:370). According to Sutrisno (2020:102), productivity reflects the comparison between output and employee role per time unit, highlighting the efficiency and effectiveness of the workforce.

The Cirebon City Health Office, as a regional government agency, plays a vital role in public health services under the supervision of the Mayor. In this setting, employees face both professional and social pressures, making work motivation and work-life balance essential to support productivity. However, challenges such as bureaucratic routines, limited resources, and high service demands may affect employee performance.

Thus, in efforts to improve productivity, management at the Cirebon City Health Office must address both internal and external factors. Employees are not only burdened by work tasks but also personal and social responsibilities, which should be acknowledged and supported by the institution (Irwandi & Sanjaya in Khatimah et al., 2024).

Based on the description above, the researcher intends to conduct a study entitled: "The Influence of Work Motivation and Work-Life Balance on Employee Work Productivity at the Cirebon City Health Office."

## **Literature Review**

### **Work Productivity**

Work Productivity defines as a comparison of the results achieved with the total resources used or a comparison of the amount of production (output) with the resources used (input) (Triton 2018). In this case, work productivity has an indicator, namely "To measure work productivity, an indicator is needed, namely: Ability, Self-development, Work enthusiasm, Increasing the results achieved, Quality, and Efficiency (Hasibuan, 2018).

### **Work motivation**

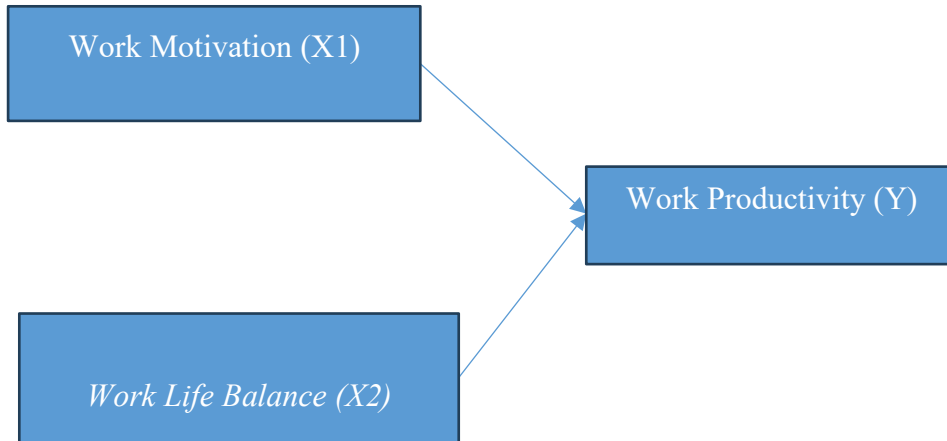
Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do get good and quality results (Farisi, et.al., 2020). In addition, work motivation is the provision of driving force that creates a person's passion for work so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something basic that drives someone to work, there are several indicators of work motivation, namely: Physical needs, Needs for safety, Social needs, and Needs for appreciation (Hafidzi, 2019).

### **Work Life Balance**

Work-Life Balance is the extent to which an individual is involved and satisfied in their personal and work-life roles and does not cause conflict between the two (Hasanah, et.al., 2022). Work-life balance, as a concept that is gaining more attention, has evolved into more

than just the allocation of time between work and personal life (Ismunandar & Kurnia, 2023). Work-life balance is one of the crucial aspects in the development of human resources (HR) in various organizations (Asari et al., 2023).

**Framework**



**HYPOTHESIS**

- H1: Work Motivation Has a Significant Positive Influence on Work Productivity
- H2: Work Life Balance Has a Significant Positive Influence on Work Productivity
- H3: Work Motivation and Work Life Balance Have a Significant Positive Influence on Work Productivity

**METHOD**

In this study, the researcher used a quantitative method because this study aims to analyze the relationship between variables and describe the results of the study. The research method used is quantitative research. Quantitative research is a type of research that aims to obtain conclusions by using data in the form of numbers (Sugiyono, 2016). This study is a quantitative descriptive study because it describes variables supported by data in the form of numbers from the results of actual conditions in the field. In this quantitative descriptive study, there are three independent variables in this study, namely Work Motivation (X1), and Work Life Balance (X2), and the dependent variable in this study is Employee Work Productivity (Y). The population and sample in this study were employees of the Cirebon City Health Office. This study conducted data processing using SPSS version 22, using validity tests and reliability tests, and using multiple linear regression analysis tests with an f-test and t-test.

**RESULTS AND DISCUSSION**

**Validity Test**

Testing the validity of the instrument is to calculate the correlation coefficient between the item score and the total score at the level of  $\alpha = 0.05$ . Validity is carried out using the product moment correlation coefficient, the testing criteria used in the instrument are valid if the r value  $\geq 0.349$  (R Table). The results of the validity test can be seen in the following table:

**Variable Validity Test Results**

Variables	Instrument Items	Pearson Correlation	Product Moment	Decision
Work Motivation (X1)	X 1 . 1	0.664	0.349	Valid
	X 1 . 2	0.692	0.349	Valid
	X 1 . 3	0.675	0.349	Valid
	X 1 . 4	0.555	0.349	Valid
	X 1 . 5	0.633	0.349	Valid
	X 1 . 6	0.405	0.349	Valid
Work Life Balance (X2)	X 2 . 1	0.743	0.349	Valid
	X 2 . 2	0.660	0.349	Valid
	X 2 . 3	0.678	0.349	Valid
	X 2 . 4	0.657	0.349	Valid
	X 2 . 5	0.793	0.349	Valid
	X 2 . 6	0.491	0.349	Valid
Employee Work Productivity (Y)	Y . 1	0.615	0.349	Valid
	Y . 2	0.695	0.349	Valid
	Y . 3	0.792	0.349	Valid
	Y . 4	0.742	0.349	Valid
	Y . 5	0.588	0.349	Valid
	Y . 6	0.784	0.349	Valid
	Y . 7	0.477	0.349	Valid
	Y . 8	0.450	0.349	Valid
	Y . 9	0.750	0.349	Valid
	Y . 10	0.427	0.349	Valid

Based on the results of the validity test, a correlation figure (r count) was obtained which showed that all the statements were greater when compared to the required r table, which was 0.349, so it could be used for further analysis.

**Reliability Test**

The reliability of the instrument in the study will be analyzed using the Cronbach alpha technique using the help of the SPSS computer program. The cut-off value accepted for the Cronbach alpha level is  $\geq 0.60$ , although this is not an absolute standard. The instrument is considered to have an acceptable level of reliability if the measured reliability coefficient value is  $\geq 0.60$ . The results of the reliability test of each variable used in this study can be seen in the following table.

**Variable Validity Test Results**

Variable Name	N of Item Instruments	Cronbach's Alpha	Standard Cronbach's Alpha	Caption
Work motivation	6	0.658	0.60	Reliable
Balance Work Life	6	0.743	0.60	Reliable
Employee Work Productivity	10	0.839	0.60	Reliable

From the reliability test using the Cronbach's Alpha method, it can be seen that the measured reliability coefficient value is  $\geq 0.60$ , so it can be concluded that all variables have an acceptable level of reliability.

**Multiple Linear Regression Analysis  
Regression Test Results**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta$	Std. Error	Beta		
1	(Constant)	17,961	4.211		4.265	.000
	Work motivation	.674	.150	.574	4.482	.000
	Balance of Life Work	.378	.139	.347	2,715	.011

**a. Dependent Variable: Employee Work Productivity**

From the table above, a multiple linear regression equation can be compiled as follows:

$$a. \quad Y = 17.961 + 0.674X1 + 0.378X2 + e$$

With interpretation:

1. Constant value or condition of employee work productivity variables when they have not been influenced by work motivation and work-life balance variables. of 17,961. This means that the current employee work productivity at the Cirebon City Health Office when it has not experienced any changes or constant conditions and has not been intervened by other variables, the value is 17,961.
2. The regression coefficient value of the work motivation variable shows a positive direction with an acquisition of 0.674. The meaning is that if work motivation intervenes in work productivity, work productivity will increase, or every one unit increase in the work-life balance variable can increase employee work productivity at the Cirebon City Health Office by 0.674 with the prediction of the predictor variable assumed to be still neutral or constant.
3. The regression coefficient value of the work-life balance variable shows a positive direction with a value of 0.378. The meaning is that if work-life balance intervenes in work productivity, work productivity will increase, or every one unit increase in the work-life balance variable can increase employee work productivity at the Cirebon City Health Office by 0.378 with the prediction of the predictor variable assumed to be still neutral or constant.

**Hypothesis Testing  
T-Test Results**

Partial Test (t-test) aims to determine whether each independent variable individually influences the dependent variable. The test is carried out by comparing the calculated t value of each independent variable with the T-table value with a significance level of 5% ( $\alpha = 0.05$ ). If the calculated t value  $\geq$  T-table, then the independent variable individually influences the dependent variable. The test results are as follows:

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta$	Std. Error	Beta		
1	(Constant)	17,961	4.211		4.265	.000
	Work motivation	.674	.150	.574	4.482	.000
	Balance of Life Work	.378	.139	.347	2,715	.011

**a. Dependent Variable: Employee Work Productivity**

Based on the table above, it can be explained that:

- 1) The influence of work motivation variables (X1) on work productivity variables (Y) The calculated t value (4.482) > t table value (2.045), while the significance value (0.000) < (0.05). This test is interpreted as "partially work motivation has a significant effect on employee work productivity at the Cirebon City Health Service." The results of this study describe that the initial assumption in the first hypothesis proposed by the researcher is stated to be accepted.
- 2) The influence of the work-life balance variable (X2) on the work productivity variable (Y) The calculated t value (2.715) > t table value (2.045), while the significance value (0.011) < (0.05). This test is interpreted as "partially work-life balance has a significant effect on employee work productivity at the Cirebon City Health Office." The results of this study describe that the initial assumption in the second hypothesis proposed by the researcher is stated to be accepted.

### F Test Results

This simultaneous test (F test) is used to determine whether the independent variables simultaneously influence the dependent variable. The test is carried out by comparing the calculated F with the F-table. If the calculated F value  $\geq$  the F-table value, it means that the independent variables simultaneously influence the dependent variable, with a significance of 5% ( $\alpha = 0.05$ ). If significant  $< \alpha$  (0.05). The test results are as follows:

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	326,406	2	163.203	18,702	.000b
Residual	253,063	29	8,726		
Total	579,469	31			

a. Dependent Variable: Work Productivity  
 b. Predictors: (Constant), Work Motivation, Work Life Balance

Based on the table above, it shows that, the F-count value (18.702) > F-table value (3.328), while the significance level obtained (0.000) < (0.05). The test results are interpreted as "simultaneously work motivation and work-life balance have a significant influence on employee work productivity at the Cirebon City Health Office." The results of this study prove that the third hypothesis described by this researcher is proven or the third hypothesis of this study is accepted.

### CONCLUSION

Based on the results of the research that has been conducted, human resource development in a company is an effort to improve the quality of employees in order to support

company goals. These goals can be achieved if supported by good and productive employee performance. In this case, it can be concluded that:

### **Work Motivation Has a Significant Positive Influence on Employee Work Productivity**

The research shows that work motivation significantly influences employee work productivity at the Cirebon City Health Office. Every increase in motivation contributes positively to higher productivity levels. Therefore, it is recommended that the management continues to foster motivation through appreciation, career development opportunities, and supportive leadership.

### **Work Life Balance Has a Significant Positive Impact on Employee Work Productivity**

The results of the study also show that work-life balance has a significant effect on employee work productivity. When employees are able to manage their work and personal life effectively, their performance improves. The management is advised to maintain flexible policies and promote a healthy work culture that supports work-life balance.

### **Work Motivation and Work Life Balance Together Have a Significant Positive Influence on Employee Work Productivity**

Simultaneously, work motivation and work-life balance have a significant influence on employee work productivity at the Cirebon City Health Office. This confirms that both factors support each other in increasing work productivity.

## **REFERENCES**

- Asari, A., Arifin, AH, Lubis, MA, Ismunandar, A., Ashari, A., Agniya, U., Ayunda, WA, & Pramudyo, GN (2023). E-Resource Management. Mafy Media Literacy Indonesia.
- Christy, Albert Valentinus, Widyadana, I. Gede Agus, & Budiman, Januar. (2017). LABOR PRODUCTIVITY BEFORE AND AFTER VOLUME CHANGES IN CONTRACTS FOR APARTMENT X AND HOTEL Y DEVELOPMENT PROJECTS IN SURABAYA. *Main Dimensions of Civil Engineering*, 4(1), 31–39.
- Farisi, Salman, Juli Irnawati, and Muhammad Fahmi. 2020. "The Influence of Motivation and Work Discipline on Employee Performance at PT Perkebunan Nusantara V (Persero) Tanah Putih Plantation, Riau Province." *Humaniora Journal* 4(1):15–33. <http://103.52.61.43/index.php/humaniora/article/view/420>
- Herlina, E., Tukiran, M., Yusnita, N., Hermansyah, H., & Andrianto, MT (2022). The Role of Human Resource Development as an Agent of Change. *Journal of Social Technology*, 2(6), 487–497. <https://doi.org/10.59188/journalsostech.v2i6.346>
- Hafid, M., & Prasetio, AP (2017). The Influence of Work-Life Balance on Turnover Intention (Study on Employees of the Food & Beverage Division of Hotel Indonesia Kempinski Jakarta). *SMART – Study & Management Research*, | Vol. XIV, No. 3, 48-56. <http://www.jurnalsmart.stembi.ac.id/index.php/jurnalsmart/article/view/17>. Accessed on December 12, 2023.
- Hafidzi. 2019. "No Title." *Eko Dan Bisnis: Riau Economic and Business Review* 1: 53. doi
- Hasibuan, Drs.H. Malayu SP 2021. No Title. *E-Journal of Management*, Udayana University. Vol. 1. doi.
- Hasanah, D., Silitonga, S., & Anggiani, S. 2022. The Role of Employee Engagement as a Mediator in the Influence of Job Stress and Work-Life Balance on Turnover Intention. *Scientific Journal, Human Resource Management*, 5(3), 543–555.
- Ismunandar, A., & Kurnia, A. (2023). Improving Educator Skills in the Society 5.0 Era. *Journal of Education and Teaching Review (JRPP)*, 6(2), 388–397.
- Khatimah, H., Aqil, M., & Mappigau, E. (2024). The Influence of Work-Life Balance and

- Resilience on Employee Work Productivity at the Mitra Niaga Mamuju Savings and Loan Cooperative. *Journal of Management Branding*, 1(2), 99-111.
- Nugroho, KJ (2021). Analysis of Workload, Work Motivation, and Work Environment on Employee Work Productivity at the Central Statistics Agency of Blitar Regency. *Otonomi*, 21(1), 156–163.
- Pratikno, Y., & Hermawan, E. (2022). *Human Resource Management (First)*. Purbalingga: CV. Eureka Media Aksara.
- Salsabila, T. Da, Herlina, E., & Toto. (2021). The Influence of Perceived Organizational Support and Work Life Balance on Employee Job Satisfaction (A Study at the Ciamis Regency Regional Secretariat Office). *Business Management And Entrepreneurship Journal*, 3(4), 123– 136.
- Sutrisno, E. (2020). *Human Resource Management*. Kencana Prenada Media Group.
- Sedarmayanti. (2016). *Human Resources and Work Productivity*. Bandung: Mandar Maju.
- Siagian, Sondang P. (2009). *Tips for Increasing Work Productivity*. Jakarta: PT Rineka Cipta.
- Solahudin, A., Fatimah, SE, & Sulistiowati, LH (2024). Factors influencing affective commitment. *Edelweiss Applied Science and Technology*, 8(6), 3475-3483.
- Tifani Nur Adinda, Muhamad Azis Firdaus, Syahrums Agung. 2023. "The Influence of Work Motivation and Work Discipline on Employee Performance." *Indonesian Journal Of Innovation Multidisciplinary Research IJIMR* Pages: 134-143.
- Triton. 2018. *Human Resource Management*. 2nd ed. 2018.
- Wahjono, W. (2021). The Role of Operational Management in Supporting the Sustainability of Company Activities. *Infokam Scientific Journal*, 17(2), 114–120. <https://doi.org/10.53845/infokam.v17i2.302>
- Wasiman, W., & Wangdra, Y. (2023). The Influence of Leadership Style and Employee Competence on Work Productivity at PT Pos Indonesia in Batam City. *Proceedings of the National Seminar on Social Sciences and Technology (SNISTEK)*, 5(September), 368–380. <https://doi.org/10.33884/psnistek.v5i.8107>