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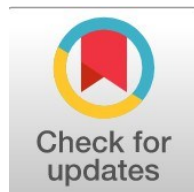
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Work Engagement Dominates Productivity in Indonesian Electricity Utility Employees

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Abstract

General Background: Employee productivity remains a fundamental determinant of organizational performance, particularly in public utility organizations operating in increasingly dynamic work environments. **Specific Background:** Maintaining high work productivity requires organizations to balance employees' personal and professional responsibilities while cultivating organizational values and strengthening employee engagement. At PT PLN (Persero) UP3 Surabaya Utara, variations in productivity, uneven workloads, and delays in task completion indicate the need to examine organizational and individual factors associated with employee productivity. **Knowledge Gap:** Previous studies have separately examined work-life balance, organizational work culture, and work engagement, whereas empirical evidence integrating these variables within Indonesian electricity utility services remains limited. **Aims:** This study analyzes the relationships of Work-Life Balance, AKHLAK Work Culture, and Work Engagement with employee work productivity. **Results:** Using a quantitative approach with multiple linear regression on data collected from 76 employees, the findings demonstrate that all three variables simultaneously and partially show positive and significant relationships with work productivity. The coefficient of determination ($R^2 = 0.822$) indicates that the proposed model explains 82.2% of the variation in employee productivity, with Work Engagement representing the strongest contributor among the examined variables. **Novelty:** This study integrates Work-Life Balance, AKHLAK Work Culture, and Work Engagement into a single empirical model within the Indonesian electricity utility sector while identifying the dominant contribution of Work Engagement. **Implications:** The findings provide practical guidance for utility organizations to strengthen employee engagement alongside organizational culture and work-life balance initiatives to sustain higher levels of workforce productivity.

Highlights:

- Employee involvement contributed the largest coefficient within the productivity model.
- Organizational values and personal balance consistently supported workforce performance.
- The proposed regression model accounted for most observed productivity variation

Keywords: Work-Life Balance, AKHLAK Work Culture, Work Engagement, Employee Work Productivity, Human Resource Management

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Introduction

The Society 5.0 era brings significant changes to the workplace, where organizations focus not only on technological development and digitalization but also on human resource management as a strategic organization asset. Facing a dynamic work environment, companies need to ensure employees are able to work effectively, adaptively, and productively. According to Hasibuan [1], human resource management is the science and art of managing relationships and the roles of the workforce to effectively and efficiently achieve organizational goals. Work productivity is a crucial indicator in assessing organizational success because it reflects employees ability to complete work efficiently and with quality. Mangkunegara & Prabu [2] state that work productivity is the result of production and the level of efficiency in achieving work targets within a certain period.

Employee work productivity is influenced by various factors, both internal and external. One such influencing factor is work-life balance, where the balance between personal life and work can improve employee focus, comfort, and productivity. Research by Nurhasan & Sinambela [3] shows that work-life balance has a positive and significant effect on employee work productivity. In addition, the AKHLAK work culture as a core value of BUMN also plays a role in shaping professional, collaborative, and performance-oriented work behavior. Research by Adzradiani & Rozamuri [4] proves that the implementation of the AKHLAK work culture has a significant effect on employee work productivity in the BUMN environment. Another factor that also influences work productivity is work engagement, namely the emotional involvement and enthusiasm of employees towards their work that can encourage increased work performance and efficiency. This is supported by research by Jaelani [5] which states that work engagement has a strong and significant relationship with employee work productivity.

PT PLN (Persero) UP3 Surabaya Utara as an electricity service unit, is required to provide fast, accurate, and quality services to the community. However, in its implementation, several problems are still found, such as delays in work completion, uneven workloads, and differences in productivity levels between employees. Therefore, this study was conducted to analyze the influence of work-life balance, AKHLAK work culture, and work engagement on the work productivity of employees at PT PLN (Persero) UP3 Surabaya Utara.

Literature Review

1. Work-Life Balance

Work-Life Balance is a condition in which an individual is able to balance the demands of work and personal life, thereby reducing role conflict and increasing well-being and work productivity. According to Greenhaus & Beutell, Work-Life Balance relates to an individual's ability to manage work and family roles so that they do not collide due to time constraints, pressure, or behavioral demands. In addition, Fisher et al. in Hidayatullah [6] explain that Work-Life Balance is not only related to minimal conflict, but also the existence of a mutually supportive relationship between work and personal life. According to previous research, shows that good Work-Life Balance can support individual well-being while increasing work effectiveness.

Fisher et al. in Hidayatullah stated that Work-Life Balance consists of four dimensions, namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Enhancement of Personal Life (WEPL), and Personal Life Enhancement of Work (PLEW). These four dimensions indicate that the relationship between work and personal life can be disruptive or mutually supportive. Meanwhile, Greenhaus et al. in Mahardika et al. [7] explain that Work-Life Balance can be measured through three main indicators, namely time balance, involvement balance, and satisfaction balance. These three indicators reflect an individual's ability to manage time, maintain involvement, and achieve satisfaction in a balanced manner between work and personal life.

2. AKHLAK Work Culture

Work culture is a crucial component of organizational behavior, serving as a guide for employees in understanding and adapting their work behavior to organizational values. Robbins & Judge in Ali et al. [8] state that organizational culture plays a role in directing employee attitudes and behaviors to align with organizational goals. Meanwhile, Schein in Ali et al. explains that culture is a pattern of basic assumptions learned and applied within an organization as a guide for thinking, behaving, and acting. According to previous research also shows that work culture can shape positive work behavior and increase employee effectiveness and productivity.

In the BUMN environment, work culture is realized through the implementation of the AKHLAK core values consisting of Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif. These values guideline employee behavior in carrying out their duties professionally, with integrity, and oriented towards public service. Hasibuan et al. [9] stated that the AKHLAK work culture serves as a reference for employee behavior in supporting operational activities and public services in accordance with the principles of professionalism and integrity. In addition, that the consistent implementation of the AKHLAK work culture can improve employee discipline, loyalty, cooperation skills, and adaptation to changes in the work environment. Strengthening AKHLAK values has

also been proven to increase employee satisfaction and work productivity because it provides clear behavioral guidelines in carrying out daily tasks. [10]

3. Work Engagement

Work engagement is a positive psychological state that indicates an individual's emotional, mental, and physical attachment to their work. Salatun et al. [11], referring to William Kahn's theory, explain that engagement occurs when individuals fully immerse themselves in their work through emotional, cognitive, and physical energy. Furthermore, Schaufeli & Bakker state that work engagement is related to a positive mental state characterized by enthusiasm, energy, and resilience in facing work. Individuals with high levels of work engagement tend to be able to work optimally, enjoy their work, and face work pressure constructively. This is supported by research by Suryowibowo & Syakarofath [12], which shows that employees with high engagement have greater enthusiasm and resilience in completing their work.

According to Schaufeli & Bakker in Zamralita & Wilis [13], work engagement consists of three main dimensions: vigor, dedication, and absorption. Vigor reflects high energy and work enthusiasm, dedication indicates emotional involvement and pride in work, while absorption describes an individual's full concentration and involvement in their work. Work engagement is measured using the Utrecht Work Engagement Scale (UWES), which includes indicators of work enthusiasm, enthusiasm, pride, work focus, and deep involvement in work. [14]

The level of work engagement is influenced by job demands, job resources, and personal resources Bakker in Saputra & Bantam [15]. Job demands relate to job demands such as workload and time pressure, job resources encompass organizational support and the work environment, and personal resources encompass self-confidence, optimism, and individual mental resilience. Therefore, organizations need to create a supportive work environment to increase employee work engagement and impact optimal work productivity.

4. Work Productivity

Work productivity is the comparison between work results obtained and the resources used in the work process. Sinungan in Esse & Syam [16] explains that work productivity shows the relationship between output produced and input used, particularly labor, within a certain period. Furthermore, Sutrisno in Putra et al. [17] states that productivity is not only related to work results but also reflects an individual's mental attitude oriented towards continuous improvement and performance enhancement. Work productivity also plays a strategic role in supporting organizational effectiveness through efficient and planned resource utilization. [18]

According to Adiwijaya [19], work productivity consists of two main dimensions: effectiveness and efficiency. Effectiveness relates to an employee's ability to achieve work targets based on quality, quantity, and timeliness, while efficiency indicates an employee's ability to optimally utilize time, energy, and work facilities to produce maximum output. These two dimensions reflect an employee's ability to work accurately and productively.

The measurement of work productivity in this study refers to the indicators proposed by Sutrisno in Lisdiana & Farhani [20], namely work ability, work performance improvement, work enthusiasm, self-development, work quality, and work efficiency. These indicators are used to assess the extent to which employees are able to produce optimal, high-quality performance and are oriented towards sustainable productivity improvement.

5. Conceptual Framework

The conceptual framework in this study is presented in Figure 1 below:

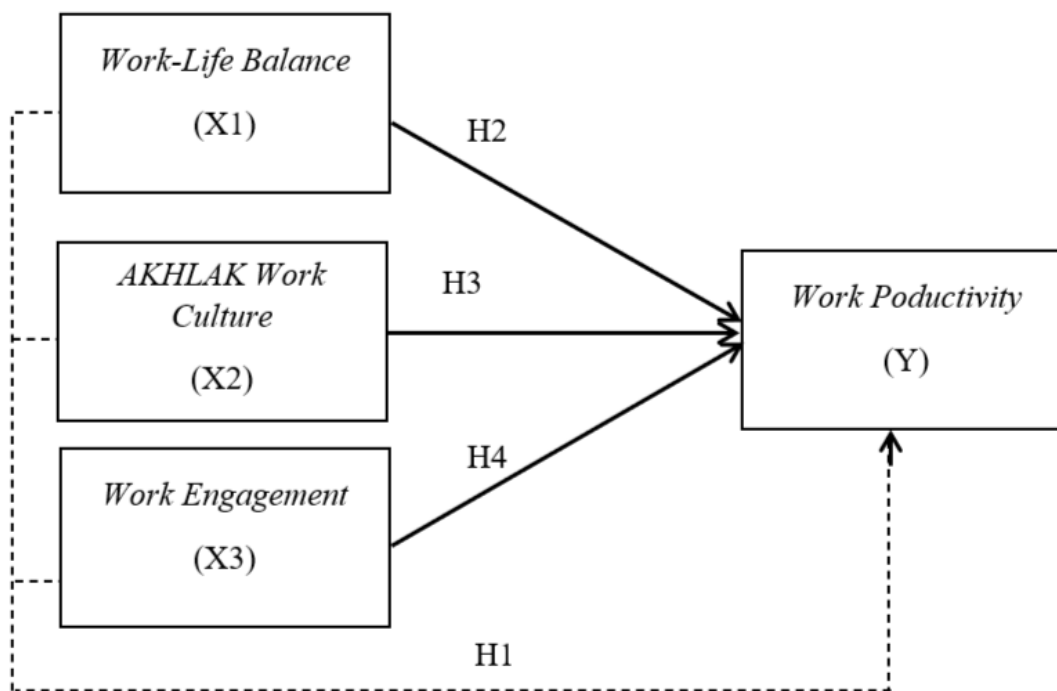


Figure 1. Conceptual Framework

Hypothesis

H1: Work-Life Balance, AKHLAK Work Culture, and Work Engagement simultaneously have a positive and significant effect on the Work Productivity of employees at PT PLN (Persero) UP3 Surabaya Utara employees.

H2: Work-Life Balance has a positive and significant effect on the Work Productivity of employees at PT PLN (Persero) UP3 Surabaya Utara

H3: AKHLAK Work Culture has a positive and significant effect on the Work Productivity of employees at PT PLN (Persero) UP3 Surabaya Utara

H4: Work Engagement has a positive and significant effect on the Work Productivity of employees at PT PLN (Persero) UP3 Surabaya Utara

Method

This study uses a quantitative approach with a causal associative research type to analyze the influence of work-life balance, AKHLAK work culture, and work engagement on the work productivity of employees at PT PLN (Persero) UP3 Surabaya Utara. The research data were obtained by distributing questionnaires using a Likert scale to respondents and analyzed using statistical techniques to test the relationship between variables. According to Sugiyono [21], quantitative research is used to test hypotheses based on numerical data through standardized instruments. The population in this study was all 120 employees of PT PLN (Persero) UP3 Surabaya Utara. The sample determination used the Slovin formula with a 7% error rate, resulting in 76 respondents. The sampling technique used was probability sampling with the proportionate stratified random sampling method so that each division had a proportional opportunity to be a research sample. Data analysis techniques used included validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficients of determination to determine the effect of independent variables on the dependent variable.

Result and Discussion

A. Result

1. Validity Test

Validity test was conducted to determine the extent to which the questionnaire items were able to measure the variables being studied. Based on the results obtained in the table below, all questionnaire items showed correlation coefficients (r count) greater than the critical r value of 0.30. This indicates that each item accurately measured the

variables being studied and aligned with the expected concept. Therefore, it can be concluded that all items in the research instrument are valid and suitable for further analysis. The results of the validity test are presented in Table 1 below:

Table 1. Validity Test Result

<i>WORK-LIFE BALANCE (X1)</i>				
Item	R _{hitung}	R _{kritis}	Sig. (2-tailed)	Description
X ₁	0,815	0,30	0,01 < 0,05	Valid
X ₂	0,851	0,30	0,01 < 0,05	Valid
X ₃	0,881	0,30	0,01 < 0,05	Valid
X ₄	0,752	0,30	0,01 < 0,05	Valid
X ₅	0,919	0,30	0,01 < 0,05	Valid
<i>AKHLAK WORK CULTURE (X2)</i>				
X ₁	0,847	0,30	0,01 < 0,05	Valid
X ₂	0,829	0,30	0,01 < 0,05	Valid
X ₃	0,750	0,30	0,01 < 0,05	Valid
X ₄	0,646	0,30	0,01 < 0,05	Valid
X ₅	0,736	0,30	0,01 < 0,05	Valid
<i>WORK ENGAGEMENT (X3)</i>				
X ₁	0,779	0,30	0,01 < 0,05	Valid
X ₂	0,890	0,30	0,01 < 0,05	Valid
X ₃	0,791	0,30	0,01 < 0,05	Valid
X ₄	0,769	0,30	0,01 < 0,05	Valid
X ₅	0,748	0,30	0,01 < 0,05	Valid
<i>WORK PRODUCTIVITY (Y)</i>				
Y ₁	0,865	0,30	0,01 < 0,05	Valid
Y ₂	0,818	0,30	0,01 < 0,05	Valid
Y ₃	0,844	0,30	0,01 < 0,05	Valid
Y ₄	0,885	0,30	0,01 < 0,05	Valid
Y ₅	0,815	0,30	0,01 < 0,05	Valid

2. Reliability Test

Reliability test was conducted to determine the extent to which the research instruments were able to produce consistent results when used in repeated measurements. Based on the results obtained in the table below, all variables in this study had Cronbach's Alpha values greater than the minimum limit of 0.60. This indicates that each item in the questionnaire has a good level of internal consistency in measuring the research variables. Therefore, it can be concluded that all research instruments are reliable and suitable for further analysis. The results of the reliability test are presented in Table 2 below:

Table 2. Reliability Test Result

Variable	<i>Cronbach's Alpha</i>	<i>Cross of Value</i>	Description
Work-Life Balance (X1)	0,881	0,60	Reliabel
AKHLAK Work Culture (X2)	0,801	0,60	Reliabel
Work Engagement (X3)	0,850	0,60	Reliabel
Work Productivity (Y)	0,883	0,60	Reliabel

3. Normality Test

Normality test was conducted to determine whether the data used in this study had a normal distribution. Based on the results from the table below, the Asymp. Sig. (2-tailed)^c value is 0.092 > 0.05. Therefore, it can be concluded that the tested data is normally distributed. The results of the normality test are presented in Table 3 below:

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		76	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.22384998	
Most Extreme Differences	Absolute	.094	
	Positive	.079	
	Negative	-.094	
Test Statistic		.094	
Asymp. Sig. (2-tailed) ^c		.092	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.094	
	99% Confidence Interval	Lower Bound	.087
		Upper Bound	.102

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

4. Multicollinearity Test

Multicollinearity Test is used to test whether or not multicollinearity occurs between independent variables. Variance Inflation Factor (VIF), assuming Tolerance > 0.10 or VIF < 10.0. Based on the results in the table below, it is known that all variables have a tolerance value of more than 0.10 and a Variance Inflation Factor (VIF) value of less than 10. Therefore, it can be concluded that this study does not experience symptoms of multicollinearity between independent variables. The results of the multicollinearity test are presented in Table 4 below:

Table 4. Multicollinearity Test Result

Variable	Tolerance	VIF
Work-Life Balance (X1)	0,501	1,997
AKHLAK Work Culture (X2)	0,356	2,809

Work Engagement (X3)	0,312	3,203
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5. Heteroscedasticity Test

Heteroscedasticity test was conducted to determine whether there was inequality in residual variance for each observation in the regression model. Based on the scatterplot results obtained, it can be seen that the data points are randomly distributed above and below the number 0 on the Y-axis and do not form a specific pattern, such as a tapered, widened, or wavy pattern. Thus, it can be concluded that the regression model in this study does not experience symptoms of heteroscedasticity. The results of the heteroscedasticity test are presented in Figure 2 below:

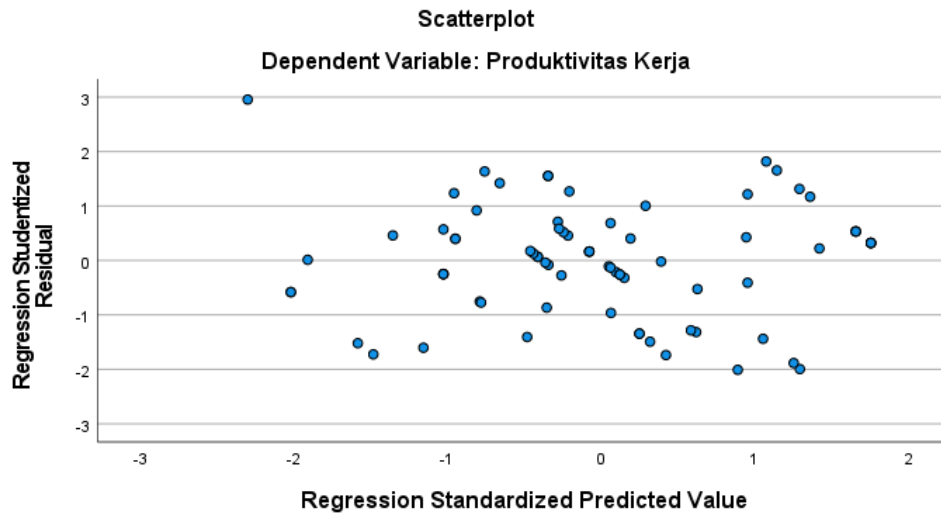


Figure 2. Heteroscedasticity Test Result

6. Multiple Linear Regression

Multiple linear regression analysis is used to identify and measure the relationship between two or more variables, while simultaneously analyzing the extent of influence of the independent variables on the dependent variable. The results of the multiple linear regression analysis obtained in this study are presented in the following Table 5 below:

Table 5. Multiple Linear Regression Result

<i>Coefficients^a</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	0,546	1,170		0,467	0,642
	Work-Life Balance	0,182	0,049	0,262	3,720	< 0,001
	AKHLAK Work Culture	0,258	0,088	0,246	2,944	0,004
	Work Engagement	0,523	0,095	0,492	5,521	< 0,001
<i>a. Dependent Variable: Work Productivity</i>						

Based on the results of multiple linear regression analysis, the following equation was obtained:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$Y = 0,546 + 0,182X_1 + 0,258X_2 + 0,523X_3$$

The constant value (α) is 0.546, indicating that if the variables Work-Life Balance (X_1), AKHLAK Work Culture (X_2), and Work Engagement (X_3) are held constant or set to zero, then Work Productivity (Y) remains at 0.546. This indicates the influence of factors outside the research model on work productivity.

The regression coefficient for variable X_1 is 0.182, with a significance level of <0.001 . This indicates that every one-unit increase in Work-Life Balance (X_1) will increase Work Productivity (Y) by 0.182, assuming other variables remain constant. This means that a better work-life balance tends to increase work productivity.

The regression coefficient for variable X_2 is 0.258, with a significance level of 0.004. This value indicates that every one-unit increase in the AKHLAK Work Culture (X_2) will increase Work Productivity (Y) by 0.258, assuming other variables remain constant. This means that implementing a good AKHLAK work culture can increase work productivity.

The regression coefficient value for variable X_3 is 0.523, with a Sig. <0.001 . This value indicates that every one-unit increase in variable X_3 will increase Work Productivity (Y) by 0.523, assuming other variables remain constant. This value is the largest, indicating that Work Engagement (X_3) has the most dominant influence on work productivity compared to other variables.

All independent variables (X_1 , X_2 , and X_3) have a positive influence on Work Productivity. The variable with the most dominant influence on Work Productivity is Work Engagement (X_3), as it has the largest regression coefficient value.

7. t-test

The t-test is used to determine the influence of each variable. The test is performed by comparing the calculated t-value with the t-table or by looking at the significance value (Sig.) at $\alpha = 0.05$. The results of the t-test are presented in Table 6 below:

Table 6. t-test Result

<i>Coefficients^a</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	0,546	1,170		0,467	0,642
	Work-Life Balance	0,182	0,049	0,262	3,720	<0,001
	AKHLAK Work Culture	0,258	0,088	0,246	2,944	0,004
	Work Engagement	0,523	0,095	0,492	5,521	<0,001
<i>a. Dependent Variable: Work Productivity</i>						

Based on the results of the t-test analysis, the table above explains:

H2: Work-Life Balance has a positive and significant effect on Work Productivity

Based on the t-test results, the calculated t-value was 3.720, which is greater than the t-table value of 1.993 ($3.720 > 1.993$) and the significance value is less than 0.05 (Sig. < 0.001). This indicates that Work-Life Balance has a positive and significant effect on Work Productivity of PT PLN (Persero) UP3 Surabaya Utara employees. Therefore, H2 is accepted. This means that a better work-life balance between employees' lives and their personal lives will increase their work productivity.

H3: The AKHLAK Work Culture has a positive and significant effect on Work Productivity

Based on the t-test results, the calculated t-value was 2.944, which is greater than the t-table of 1.993 ($2.944 > 1.993$) and the significance value is less than 0.05 (Sig. < 0.004). This indicates that the AKHLAK Work Culture has a positive and significant effect on the Work Productivity of PT PLN (Persero) UP3 Surabaya Utara employees. Thus, H3 is accepted. This means that the better the implementation of the AKHLAK work culture values, the higher the employee productivity will be.

H4: Work Engagement has a positive and significant effect on Work Productivity

Based on the t-test results, the calculated t-value was 5.521, which is greater than the t-table of 1.993 ($5.521 > 1.993$) and the significance value is less than 0.05 (Sig. < 0.001). This indicates that Work Engagement has a positive and

significant effect on the Work Productivity of PT PLN (Persero) UP3 Surabaya Utara employees. Thus, H4 is accepted. This means that the higher the level of employee engagement and involvement in their work, the greater the increase in work productivity.

8. F-test

The F test (simultaneous) is used to determine whether the independent variable (X) simultaneously influences the dependent variable (Y). The results of the F-test are presented in Table 7 below:

Table 7. F-test Result

<i>ANOVA^a</i>						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	517,664	3	172,555	110,597	< 0,001 ^b
	<i>Residual</i>	112,336	72	1,560		
	<i>Total</i>	630,000	75			
<i>a. Dependent Variable: Work Productivity</i>						
<i>b. Predictors: (Constant), Work Engagement, Work-Life Balance, AKHLAK Work Culture</i>						

Based on the results of the t-test analysis, the table above explains:

H1: Work-Life Balance, AKHLAK Work Culture, and Work Engagement simultaneously have a positive and significant effect on Employee Work Productivity at PT PLN (Persero) UP3 Surabaya Utara.

The F-test results show a calculated F-value of 110.597, which is greater than the F-table value of 2.73 (110.597 > 2.73), and a significance value less than 0.05 (Sig. < 0.001). This indicates that Work-Life Balance (X1), AKHLAK Work Culture (X2), and Work Engagement (X3) simultaneously have a positive and significant effect on Work Productivity (Y). Therefore, the regression model used in this study is deemed feasible and can be used to explain the relationship between the independent and dependent variables. H1, which states that there is a simultaneous influence, is accepted.

9. Coefficient of Determination

The coefficient of determination (R²) is used to measure the extent to which the independent variable is able to explain the variation of the dependent variable. Based on the results of the coefficient of determination test, the R value is 0.906 and the R Square (R²) is 0.822. The R value of 0.906 indicates that there is a very strong relationship between the independent variables, namely Work-Life Balance, AKHLAK Work Culture, and Work Engagement, with the dependent variable Work Productivity. The results are presented in Table 8 below:

Table 8. Coefficient of Determination Result

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0,906	0,822	0,814	1,24909
<i>Predictors: (Constant), Work Engagement, Work-Life Balance, AKHLAK Work Culture</i>				

Meanwhile, the R Square (R²) value of 0.822 indicates that 82.2% of the variation in Work Productivity can be explained by the three independent variables in this research model: Work-Life Balance, AKHLAK Work Culture, and Work Engagement. The remaining 17.8% is influenced by other variables outside the research model that were not examined in this study.

Thus, it can be concluded that the variables Work-Life Balance, AKHLAK Work Culture, and Work Engagement have a very strong ability to explain Work Productivity, thus ensuring that the regression model used in this study has a high level of accuracy in explaining the relationships between the variables.

B. Discussion

1. The Simultaneous Effect of Work-Life Balance, AKHLAK Work Culture, and Work Engagement on Work Productivity

Based on the results of the simultaneous F-test, the calculated F-value was 110.597, which is greater than the F-table value of 2.73 and has a significance value of <0.001 . This indicates that Work-Life Balance, AKHLAK Work Culture, and Work Engagement collectively have a positive and significant effect on employee work productivity at PT PLN (Persero) UP3 Surabaya Utara. Furthermore, the coefficient of determination (R^2) of 0.822 indicates that 82.2% of the variation in work productivity can be explained by these three variables.

In the context of PT PLN (Persero) UP3 Surabaya Utara, as a company engaged in the electricity supply sector, high work demands, optimal service, and responsibility to the community make employee work productivity a crucial factor. Therefore, employee work-life balance, the implementation of the AKHLAK work culture as a core value of SOEs, and the level of employee engagement in their work are strategic factors in supporting organizational performance. These three variables synergize to create a conducive, professional, and results-oriented work environment.

According to previous research, which showed that Work-Life Balance and Work Engagement simultaneously have a significant effect on work productivity. Furthermore, research by Irfan et al. [22] also stated that the combination of these two variables can improve employee performance. Therefore, the results of this study reinforce the fact that in a work environment like PT PLN (Persero) UP3 Surabaya Utara, synergy between individual and organizational factors is key to increasing employee productivity.

2. The Effect of Work-Life Balance on Work Productivity

Based on the t-test results, the calculated t-value was 3.720, which is greater than the t-table value of 1.993, with a significance value of <0.001 . This indicates that Work-Life Balance has a positive and significant effect on employee work productivity.

In the context of PT PLN (Persero) UP3 Surabaya Utara, employees are often faced with high work demands, such as power outage management, operational targets, and fieldwork that requires dedicated time and energy. Therefore, a balance between work and personal life is crucial for maintaining employee physical and mental well-being. Employees with a good work-life balance tend to be better able to manage stress, maintain stable work morale, and work with greater focus and efficiency.

These results align with research by Ranti Lukmiati et al. [23], which found that work-life balance has a positive and significant impact on employee performance. Furthermore, research by Putirulan & Sumbogo [24] also showed that work-life balance can increase work productivity by enhancing work motivation. Therefore, at PT PLN (Persero) UP3 Surabaya Utara, implementing policies that support work-life balance is crucial for improving employee productivity.

3. The Effect of AKHLAK Work Culture on Work Productivity

Based on the t-test results, the calculated t-value was 2.944, which is greater than the t-table value of 1.993, with a significance value of <0.004 . This indicates that the AKHLAK Work Culture has a positive and significant effect on employee work productivity.

As a state-owned company, PT PLN (Persero) UP3 Surabaya Utara implements the AKHLAK work culture values, which consist of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The application of these values serves as a guideline for employee daily work behavior. In practice, the trustworthy value encourages employees to work responsibly, the competent value improves work quality, and the collaborative value strengthens teamwork in completing tasks.

With a strong AKHLAK work culture, PT PLN (Persero) UP3 Surabaya Utara employees can work in a more focused, disciplined, and professional manner, resulting in increased work productivity. These results align with research by Kasmawati & Maklassa [25], which found that the AKHLAK Core Values have a positive and significant impact on work productivity. Furthermore, according to previous research also demonstrated that implementing the AKHLAK work culture can improve employee performance. Thus, the AKHLAK work culture is a crucial foundation for increasing work productivity at PT PLN (Persero) UP3 Surabaya Utara.

4. The Effect of Work Engagement on Work Productivity

Based on the t-test results, the calculated t-value was 5.521, which is greater than the t-table value of 1.993, with a significance value of <0.001 . This indicates that Work Engagement has a positive and significant impact on employee Work Productivity.

In the context of PT PLN (Persero) UP3 Surabaya Utara, Work Engagement is a crucial factor given the high demand for public service and the need to maintain a reliable electricity supply. Employees with high work engagement demonstrate enthusiasm, dedication, and full involvement in carrying out their duties. This is evident in employees' willingness to perform optimally, their initiative in completing tasks, and their ability to face work challenges with a positive attitude.

Furthermore, work engagement was the most dominant variable in this study, indicating that employee engagement with their work has the greatest influence on work productivity compared to other variables. These results align with research by Grisela & Sirait, which found that work engagement has a positive and significant effect on employee productivity. Furthermore, research by Bayu Wiguna Nugraha also indicates that work engagement is a key factor influencing work productivity.

Conclusion

Based on the research results, it can be concluded that Work-Life Balance, AKHLAK Work Culture, and Work Engagement have a positive and significant effect on the Work Productivity of PT PLN (Persero) UP3 Surabaya Utara employees, both simultaneously and partially. The results of the study indicate that Work Engagement is the most dominant variable in influencing employee work productivity. The coefficient of determination value of 82.2% indicates that employee work productivity is influenced by these three variables, while the rest is influenced by other factors outside the study. These findings indicate that work-life balance, the implementation of AKHLAK work culture, and employee engagement to work have an important role in creating a productive, professional, and performance-oriented work environment. Therefore, the company is expected to continue to pay attention to the implementation of Work-Life Balance, strengthen the AKHLAK work culture, and increase Work Engagement to support the continuous improvement of employee work productivity, and further research is recommended to add other variables that can influence employee work productivity.

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