

The Effect of Work Discipline and Work-life Balance on Employee Productivity at PT. Bank Rakyat Indonesia Sukabumi Branch Office

Pengaruh Disiplin Kerja dan Worklife Balance Terhadap Produktivitas Karyawan PT. Bank Rakyat Indonesia Kantor Cabang Sukabumi

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ABSTRACT

This study investigates the impact of work discipline and work-life balance on employee productivity at PT Bank Rakyat Indonesia's Sukabumi Branch Office. A quantitative correlation approach was used to obtain data from 100 employees via a Likert questionnaire. The findings of the investigation revealed that both work discipline and work-life balance had a considerable favorable impact on employee productivity. It was discovered that the higher the level of work discipline and work-life balance, the higher the expected work productivity. Although no significant relationship was found between work discipline and work-life balance, both together affect work productivity. Regression analysis shows that both have a significant impact individually on work productivity. Work discipline affects work productivity by 0.261 units, while work-life balance affects it by 0.335 units. Furthermore, the coefficient of determination shows that about 20.5% of the variation in work productivity can be explained by work discipline and work-life balance. Although the regression model can explain a small portion of the variation in work productivity, there are still other factors affecting work productivity that are not included in this model. This study provides important insights for company management in improving employee productivity through the implementation of good work discipline and optimal work-life balance. It is hoped that the results of this study can be the basis for company policy in establishing a favorable workplace and supporting employee productivity.

Keywords: *Work Discipline, Work-life Balance, Work Productivity*

1. Introduction

Employee productivity is one of the key factors that determine the success of a company. PT Bank Rakyat Indonesia (BRI) Sukabumi Branch Office, as one of the leading banking institutions in Indonesia, is well aware of the importance of employee productivity in achieving business targets and providing the best service to customers. Therefore, this study aims to analyze the effect of work discipline and work-life balance on employee productivity at PT. BRI Sukabumi Branch Office

Work discipline is one of the important aspects that contribute to the achievement of organizational goals. Good discipline can increase work efficiency and effectiveness, reduce errors, and increase employee commitment to the company. Research by Putra and Santoso (2020) shows that work discipline has a positive and significant relationship with employee productivity. Good discipline creates a conducive work environment and encourages employees to work more diligently and responsibly

On the other hand, work-life balance also plays an important role in improving employee productivity. Work-life balance refers to an individual's ability to manage the demands of work and personal life in a balanced manner so that no one aspect is too dominant. Research by Rahmawati and Wijaya (2019) found that a good work-life balance can

reduce job stress, increase job satisfaction, and ultimately have a positive impact on employee productivity. Employees who feel they have a good balance between work and personal life tend to be more motivated, creative, and contribute more to the company

This study will examine the effect of work discipline and work-life balance on employee productivity at PT BRI Sukabumi Branch Office. By using empirical data obtained through surveys and statistical analysis, this study is expected to provide deeper insight into the factors that influence employee productivity and provide practical recommendations for company management in improving employee productivity.

In the past five years, many studies have been conducted to explore the relationship between work discipline, work-life balance, and employee productivity. A study by Setiawan (2018) showed that consistently applied work discipline can improve individual and team performance. Meanwhile, research by Purnomo and Lestari (2021) emphasized the importance of work-life balance in creating a healthy and productive work environment. Therefore, this study seeks to complement and strengthen previous findings with a focus on the context of banking in Indonesia, specifically at PT BRI Sukabumi Branch Office.

Thus, this research is expected to make a significant contribution to academic literature and managerial practice, as well as a basis for company policy in increasing employee productivity through the application of good work discipline and optimal work-life balance.

2. Literature Review

This literature review will review the main theories and previous research findings relevant to the topic of this research

Work Discipline

Work discipline is an important factor in determining employee performance and productivity. According to Robbins and Judge (2017), work discipline reflects the attitude and behavior of employees in complying with the rules and procedures set by the organization. Good work discipline contributes to increased efficiency, reduced errors, and the creation of an orderly and organized work environment.

Research by Putra and Santoso (2020) found that work discipline has a positive and significant relationship with employee productivity. This study shows that employees who have high work discipline tend to be more productive because they utilize work time effectively and minimize harmful behavior. This finding is in line with research by Setiawan (2018) who also concluded that consistent application of work discipline can improve individual and team performance.

Furthermore, research by Sari and Wirawan (2021) also shows that strict work discipline can reduce absenteeism and increase employee responsibility for their tasks. This research confirms that good work discipline can create a more stable and reliable work environment.

In addition, a study by Harahap and Nasution (2019) found that well-implemented work discipline not only increases individual productivity but also contributes to improving overall organizational performance. This research underscores the importance of work discipline in creating a proactive and responsible work culture.

Work-life Balance

Work-life balance is a concept that refers to an individual's ability to manage the demands of work and personal life in a balanced manner. Greenhaus and Allen (2011) state that a good work-life balance can improve individual well-being and reduce conflict between work and personal life roles. Employees who have a good balance between work and personal life tend to be more satisfied with their jobs and have lower stress levels

Research by Rahmawati and Wijaya (2019) shows that work-life balance has a significant influence on employee productivity. Employees who feel that they can balance the demands of

work and personal life well tend to be more motivated and productive. Purnomo and Lestari (2021) also found that a good work-life balance can create a healthier and more productive work environment, which in turn improves employee performance

In addition, research by Wulandari and Pratama (2020) revealed that effective work-life balance can reduce the level of burnout among employees. The study showed that employees who feel they have control over their work schedule and can allocate time for family and personal hobbies tend to be happier and less stressed, which ultimately increases their productivity at work.

Another study by Suryani and Kusuma (2019) found that the implementation of work-life balance programs in companies can increase employee retention. Employees who feel that their company cares about the balance between work and personal life tend to have higher loyalty and leave the company less often. This has a positive impact on work productivity as it reduces the costs and disruptions associated with employee turnover.

Work Productivity

Employee work productivity refers to the ability of employees to produce high output with minimal input. According to Sedarmayanti (2018), work productivity is influenced by various factors, including work discipline and work-life balance. High work productivity is not only beneficial for the organization but also for the employees themselves, as it can increase job satisfaction and career opportunities.

Research by Yulianto and Nugroho (2020) shows that employee work productivity is strongly influenced by a conducive work environment and support from superiors. The study found that employees who feel supported by management and have access to adequate resources tend to be more productive and motivated at work. In addition, social support from coworkers also plays an important role in increasing productivity

Another study by Pratama and Rahayu (2019) revealed that employee training and development has a significant impact on work productivity. Employees who receive relevant and continuous training tend to have better skills and are able to work more efficiently. This research emphasizes the importance of company investment in training programs to improve employee performance.

Research by Handayani and Firmansyah (2021) highlights the role of technology in improving work productivity. In the digital era, proper use of technology can speed up work processes and improve accuracy. This study shows that companies that implement advanced technology and provide related training to employees can achieve higher productivity.

In addition, research by Arifin and Susilo (2019) found that employees' intrinsic motivation, such as a sense of satisfaction in completing tasks and recognition of achievements, also contributes significantly to work productivity. Employees who feel intrinsically motivated tend to be more energized at work and produce higher output. This research emphasizes the importance of companies in creating a work environment that supports employees' intrinsic motivation.

Relationship between Work Discipline, Work-life Balance, and Work Productivity

Previous research has shown a relationship between work discipline, work-life balance, and work productivity. A study by Nasution (2020) found that both factors simultaneously contribute significantly to increasing employee productivity. Good work discipline ensures that employees work in accordance with established procedures and standards, while good work-life balance ensures that employees remain motivated and do not experience excessive fatigue.

Research by Wijayanti and Supriyanto (2019) found that high work discipline combined with good work-life balance can increase employee work effectiveness. This study shows that

employees who are disciplined and have a balance between work and personal life tend to be more focused and productive in completing their tasks.

In addition, research by Kartika and Hidayat (2018) revealed that the existence of a work-life balance program in the company can strengthen the positive impact of work discipline on productivity. Employees who feel supported in maintaining a balance between their work and personal lives show greater performance improvements compared to those who do not have such support.

Another study by Nugraha and Siregar (2021) showed that work discipline acts as a mediator in the relationship between work-life balance and work productivity. This study found that employees who have a good work-life balance tend to be more disciplined at work, which in turn increases their productivity. In other words, a good work-life balance can improve work discipline, which then has a positive impact on productivity.

Research by Herlina and Pramono (2019) confirms that management involvement in promoting work-life balance and work discipline is critical to improving employee productivity. This study found that management that is active in creating policies and programs that support work-life balance and work discipline can significantly increase employee commitment and productivity.

3. Research Methods

This study adopted the quantitative correlation research method to explore the relationship between variables, allowing researchers to understand and predict the value of other variables more accurately. The population that became the focus of the study were all employees at Bank BRI Sukabumi Regency Branch Office, which amounted to 100 people. In sampling, this study used a NonProbability Sampling technique with the application of Saturated Samples. According to Sugiyono (2017), Saturated Samples refer to sampling where all members of the population are used as samples, so all 100 employees were sampled in this study. Data collection was carried out through a questionnaire with a measurement scale using a Likert scale. Data analysis was carried out using parametric statistical tools such as Correlation and Regression to investigate the relationship between the variables studied. With this approach, it is expected that this research will be able to provide a deeper understanding of the factors that influence employee work productivity at Bank BRI Sukabumi Regency Branch Office. To further guarantee the accuracy and dependability of the study findings, data analysis techniques include validity tests, reliability tests, analysis of classical assumptions, regression analyses, correlation coefficient analyses, coefficient of determination, partial t tests, and simultaneous f tests.

4. Results and Discussions

Result

a. Validity Test

Analysis of the results of the Validity Test shows that:

- 1) Work Discipline Variable:
 - a) The average value of r count: 0.626
 - b) The value of r table: 0.235
 - c) Interpretation: The average r value of 0.626 clearly exceeds the r table value of 0.235. This confirms that all statement items included in the Work Discipline variable have good validity in the context of this study.
- 2) Work-life Balance Variable:
 - a) The average value of r count: 0.525
 - b) The value of r table: 0.235

- c) Interpretation: The average calculated r value of 0.525 also exceeds the same r table value of 0.235. This indicates that all statement items in the Work-life Balance variable have strong validity in the context of this study. Variabel Produktivitas Kerja:
- d) Nilai rata-rata r hitung: 0.589
- e) Nilai r tabel: 0.235
- f) Interpretasi: Nilai rata-rata r hitung sebesar 0.589 juga melebihi nilai r tabel yang sama, yaitu 0.235. Ini mengonfirmasi bahwa semua item pernyataan dalam variabel Produktivitas Kerja memiliki validitas yang tinggi dalam konteks penelitian ini.

In conclusion According to the validity test findings, every statement items on the three variables (Work Discipline, Work-life Balance, and Work Productivity) can be considered valid in the context of the research conducted. This indicates that the instruments used to measure these variables are indeed appropriate and reliable for use in the study.

b. Reliability Test

Table 1. Test Result Reliability

Variabels	Cronbach's Alpha	Ket
Work Dicipline (X1)	0,799	Reliable
<i>Work-life Balance</i> (X2)	0,659	Reliable
Work Productivity (Y)	0,746	Reliable

Source : Processed Data 2024

Analysis of the results of the Reliability Test is as follows:

- a. Disiplin Kerja (X1):
 - a) Cronbach's Alpha: 0.799
 - b) Description: Reliable
 - c) Interpretation: A high Cronbach's Alpha value indicates a good level of consistency in measuring work discipline. Therefore, the instrument used to measure work discipline is considered reliable.
- b. Work-life Balance (X2):
 - a) Cronbach's Alpha: 0.659
 - b) Description: Reliable
 - c) Interpretation: Although the Cronbach's Alpha value is not as good as the work discipline variable, it is still quite high and shows a good level of consistency in measuring work-life balance. The instrument to measure work-life balance can also be considered reliable.
- c. Work Productivity (Y)
 - a) Cronbach's Alpha: 0.746
 - b) Description: Reliable
 - c) Interpretation: A high Cronbach's Alpha value indicates a good level of consistency in measuring work productivity. Therefore, the instrument used to measure work productivity is considered reliable.

In conclusion, all variables tested showed a good level of reliability with a relatively high Cronbach's Alpha value. This indicates that the instruments used to measure the three variables are reliable in further research or measurement.

c. Correlation Coefficient

Table 2. Correlation Coefficient Result

Correlations		Discipline Work	Work-life Balance	Productivity Work
Work Discipline	Pearson Correlation	1	.080	.274*
	Sig. (2-tailed)		.508	.022
	N	70	70	70
Work-life Balance	Pearson Correlation	.080	1	.353**
	Sig. (2-tailed)	.508		.003
	N	70	70	70
Work Productivity	Pearson Correlation	.274*	.353**	1
	Sig. (2-tailed)	.022	.003	
	N	70	70	70

Source: SPSS 2024 Processed Data

A correlation coefficient analysis reveals the association between the Work Discipline variables, Work-life Balance, and Work Productivity as follows:

- 1) The Relationship between Work Discipline and Work-life Balance:
 - a) Pearson Correlation: 0.080
 - b) Significance (2-tailed): 0.508
 - c) Interpretation: The relationship between Work Discipline and Work-life Balance is low (0.080) and not significant ($p\text{-value} > 0.05$). This suggests that work-life balance and discipline don't significantly correlate in this sample.
- 2) Relationship between Work Discipline and Work Productivity:
 - a) Pearson Correlation: 0.274
 - b) Significance (2-tailed): 0.022
 - c) Interpretation: The correlation between Work Discipline and Work Productivity is 0.274 with a significance level of 0.022 ($p\text{-value} < 0.05$). This indicates that there is a weak but statistically substantial correlation exists between work productivity and work discipline.
- 3) Relationship between Work-life Balance and Work Productivity:
 - a) Pearson Correlation: 0.353
 - b) Significance (2-tailed): 0.003
 - c) Interpretation: The correlation between Work-life Balance and Work Productivity is 0.353 with a significance level of 0.003 ($p\text{-value} < 0.05$). This indicates that there is a moderately strong and statistically substantial correlation between productivity at work and work-life balance.

In conclusion, from the correlation coefficient results, there is a significant relationship between Work Discipline and Work Productivity, and between Work-life Balance and Work Productivity. However, no significant relationship was found between Work Discipline and Work-life Balance in this sample.

d. Regression Analysis

Table 3. Regression Analysis Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	14.733	5.104		2.887
	Work Discipline	.261	.106	.269	2.467
	Work-life Balance	.335	.105	.350	3.207
					Sig.
					.005
					.016
					.002

Source: SPSS 2024 Processed Data

Analysis of the results of Regression Analysis shows the impact of Work Discipline and Work-life Balance variables on Work Productivity variables:

- 1) Constant Coefficient (Intercept):
 - a) Value: 14.733
 - b) Interpretation: This is the expected value of Work Productivity when both independent variables (Work Discipline and Work-life Balance) have zero value. In this context, it indicates that if Work Discipline and Work-life Balance have no effect, Work Productivity is expected to reach a value of about 14,733.
- 2) Regression Coefficient for Work Discipline:
 - a) Coefficient Value: 0.261
 - b) Interpretation: When Work-life Balance increases by one unit, Work Productivity is expected to increase by 0.335 units, holding Work Discipline value constant.
- 3) Koefisien Regresi untuk Work-life Balance:
 - a) Coefficient Value: 0.335
 - b) Interpretasi: Ketika Work-life Balance meningkat satu satuan, Produktivitas Kerja diharapkan meningkat sebesar 0.335 satuan, dengan mempertahankan nilai Disiplin Kerja tetap.
- Significance:
 - 4) Significance (Work Discipline): 0.016
 - a) Significance (Work-life Balance): 0.002
 - b) Interpretation: Both independent variables, Work Discipline and Work-life Balance, have significance values smaller than the 0.05 significance level, indicating that they have a major impact on work productivity.

In conclusion, the regression analysis results show that both work discipline and work-life balance have a considerable favorable impact on work productivity. That is, the greater the level of work discipline and work-life balance, the higher the expected Work Productivity.

e. Coefficient of Determination

Table 4. Coefficient of Determination Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453a	.205	.181	3.425
a. Predictors: (Constant), Work-life Balance, Work Discipline				

Source: SPSS 2024 Processed Data

Analysis of the results of the Coefficient of Determination provides an overview of how well the regression model can explain variations in the dependent variable (Work Productivity) by the independent variables (Work Discipline and Work-life Balance):

- 1) R Square (R^2):
 - a) R Square Value: 0.205 (20.5%)
 - b) According to the R Square value, the Work Discipline and Work-Life Balance variables in this regression model account for approximately 20.5% of the variance in Work Productivity. This implies that the regression model's independent variables can explain approximately 20.5% of the variation in Work Productivity.
- 2) Adjusted R Square:
 - a) Adjusted R Square Value: 0.181 (18.1%)
 - b) Interpretation: The number of predictors in the model is taken into consideration by the Adjusted R Square value and provides a more conservative estimate of how well the regression model fits the population. In this case, about 18.1% of the variation in Work Productivity can be explained by Work Discipline and Work-life Balance after considering the number of predictors in the model.
- 3) Interpretation:
 - a) Although R Square does not reach a very high value, the significant value indicates that there is a considerable relationship between the independent variables (Work Discipline and Work-life Balance) and the dependent variable (Work Productivity).
 - b) However, there is still about 80-82% variation in Work Productivity that cannot be explained by the Work Discipline and Work-life Balance variables in this regression model.

In conclusion, although the regression model can explain a small portion of the variation in Work Productivity with the Work Discipline and Work-life Balance variables, there are still other factors affecting Work Productivity that are not included in this model.

f. Test t

Table 5. Test t Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.733	5.104		2.887	.005
	Work Discupline	.261	.106	.269	2.467	.016
	Work-life Balance	.335	.105	.350	3.207	.002

Source: IBM 2024 Processed Data

The t test's outcomes show the significance of each regression coefficient for the Work Discipline and Work-life Balance variables on Work Productivity. The following is the analysis:

- 1) Regression Coefficient for Work Discipline:
 - a) Value t: 2.467
 - b) Significance (p-value): 0.016
 - c) Interpretation: A positive t-value implies a positive association between work discipline and productivity. When a p-value is less than 0.05, it means that the Work Discipline regression coefficient differs considerably from zero, implying that Work Productivity is greatly impacted by Work Discipline.
- 2) Regression Coefficient for Work-life Balance:
 - a) Value t: 3.207
 - b) Significance (p-value): 0.002
 - c) Interpretation: A positive t-value suggests that work-life balance and productivity are positively correlated. A p-value less than 0.05 indicates that the regression coefficient for Work-life Balance is substantially different from 0, implying that Work-life Balance has a significant influence on Work Productivity.

In conclusion, the t-test results show that both independent variables, namely Work Discipline and Work-life Balance, have a significant influence on Work Productivity. Therefore, these two variables are important to consider in improving employee or individual Work Productivity.

g. Test f

Table 6. Test f Result

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.785	2	101.392	8.645	.000b
	Residuals	785.801	67	11.728		
	Total	988.586	69			

Source: SPSS 2024 Processed Data

The results of the F Test (ANOVA) are used to evaluate the total importance of the regression model. The following is the analysis:

- 1) Regresi:
 - a) Sum of Squares (SS): 202.785
 - b) Degrees of Freedom (df): 2
 - c) Mean Square (MS): 101.392
 - d) F-value: 8.645
 - e) Significance (p-value): 0.000
- 2) Residual:
 - a) Sum of Squares (SS): 785.801
 - b) Degrees of Freedom (df): 67
 - c) Mean Square (MS): 11.728
- 3) Total:
 - a) Sum of Squares (SS): 988.586
 - b) Degrees of Freedom (df): 69

h. Interpretasi:

- 1) The F-test results show that the F-value obtained is 8,645 with a very small p-value significance (0.000). This indicates that at least one of the independent variables (Work Discipline and Work-life Balance) has a significant influence on the dependent variable (Work Productivity).

- 2) Furthermore, since the p-value is very small, The null hypothesis (H_0), according to which at least one independent variable has no bearing on the dependent variable, is rejected. Therefore, the conclusion is Work Productivity significantly impacted by at least one of the independent variables..

In conclusion, the overall regression model is significant in explaining variations in Work Productivity ($F = 8.645$, $p < 0.05$). This indicates that the combination of Work Discipline and Work-life Balance variables significantly affect Work Productivity.

Discussion

1. Work Discipline: Studies indicate that the Work Discipline variable has good validity and high reliability. This indicates that the instrument used to measure work discipline in this study is reliable. This finding is consistent with previous research by Putra and Santoso (2020), which also found a positive and significant relationship between work discipline and employee work productivity. The implication is that it is important for organizations to strengthen a culture of work discipline to improve employee productivity..
2. Work-life Balance: The validity and reliability test results show that the Work-life Balance variable also has good validity and reliability. This confirms that the instrument used to measure work-life balance is reliable. This finding is consistent with previous research by Rahmawati and Wijaya (2019) who found that a good work-life balance contributes positively to employee productivity. Therefore, organizations need to pay attention to the need for balance between work and personal life of employees to increase productivity..
3. Work Productivity: Regression analysis shows that both Work Discipline and Work-life Balance have a significant positive impact on Work Productivity. This is in accordance with the findings of previous research by Nasution (2020) which shows that both factors contribute significantly to increasing employee productivity. It is important for management and organizational leaders to pay attention to aspects of work discipline and work-life balance in an effort to increase employee productivity..
4. The Relationship Between Work Discipline, Work-life Balance, and Work Productivity: Previous studies have shown that work discipline and work-life balance can interact in a complex manner in influencing work productivity. Therefore, organizations need to consider strategies that integrate these two aspects to improve productivity holistically. Management should be active in creating policies and programs that support employees' work-life balance, while still reinforcing a consistent culture of work discipline. By taking these findings into account and integrating them with previous research, organizations can develop more effective strategies to improve employee work productivity..

5. Conclusion

The F-test (ANOVA) indicates that At the 0.05 level, the regression model as a whole is statistically significant, with an F-value of 8,645 and a p-value of 0.000. This means that at least one of the independent factors (work discipline and work-life balance) has a substantial effect on the dependent variable (work productivity). In conclusion, based on the findings of this study, It may conclude that:

1. Work discipline and work-life balance have a significant positive influence on employee productivity at PT BRI Sukabumi Branch Office.
2. Work discipline and work-life balance need to be considered and managed properly by company management as important factors in increasing employee productivity.
3. Implementation of policies and programs that support good work discipline and work-life balance can improve employee performance and job satisfaction.

4. Work Discipline and Work-life Balance variables together are able to explain about 20.5% of the variation in Work Productivity, although there are still other factors that can affect work productivity that are not included in this model.

This research provides a deeper insight into the factors that influence employee productivity in the banking environment, especially at PT BRI Sukabumi Branch Office. With a better understanding of the importance of work discipline and work-life balance, company management can take more effective steps to improve employee performance and welfare.

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