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# EXPLORING THE IMPACT OF WORK-LIFE BALANCE, ORGANIZATIONAL COMMITMENT, AND WORK DISCIPLINE ON EMPLOYEE PRODUCTIVITY: A STUDY AT PT AERONUSA INTI RAYA IN DENPASAR

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**ABSTRACT**

Employee productivity is a critical component in ensuring the success and competitiveness of a company, particularly within the domain of logistics services, where promptness and effective work execution are paramount. The present study focuses on analyzing the influence of work-life balance, organizational commitment, and work discipline on employee productivity at PT Aeronusa Inti Raya in Denpasar. The research employs a quantitative approach, utilizing a survey method. The population of this study consists of 52 employees of PT Aeronusa Inti Raya in Denpasar. The sampling method employed is saturated sampling, whereby the entire population is considered the respondents. The data is collected through the implementation of a Likert scale questionnaire, while the subsequent data analysis employs the technique of multiple linear regression. The findings of the study suggest that work-life balance exerts a beneficial influence on employee productivity. Organizational commitment has been demonstrated to exert a positive and significant influence on work productivity. This suggests that employee engagement and loyalty play a substantial role in enhancing work performance. Conversely, work discipline has been demonstrated to exert a positive and significant effect on employee productivity. This suggests that adherence to established rules and punctuality can enhance work effectiveness. Concurrently, all independent variables have a substantial impact on the productivity of PT Aeronusa Inti Raya employees in Denpasar.

**Keywords**: work-life balance, organizational commitment, work discipline, work productivity

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## 1. INTRODUCTION

A company is an organization established to achieve profit, maintain business continuity, and create value through the effective management of its resources. Among these resources, human resources play a central role because employees are directly involved in operational activities, service delivery, production processes, and the achievement of organizational goals. Akbar and Subariyanti (2023) state that human resources are one of the main determinants of industrial success. Therefore, companies must not only recruit qualified employees, but also manage, develop, and retain them so that their abilities can be used optimally. Human resource management is also responsible for supporting employee growth, fulfilling work-related needs, and creating conditions that allow employees to improve their competence, motivation, and contribution to the organization.

Employee productivity is one important indicator of successful human resource management. Productivity reflects the ability of employees to produce work outcomes according to quality and quantity standards by using time, energy, and organizational resources efficiently. Asriyanti et al. (2024) explain that employee performance contributes to the achievement of outputs that meet organizational expectations. When employees are productive, work can be completed on time, operational targets can be achieved, and company performance can improve. Conversely, low productivity may create delays, reduce service quality, increase operational costs, and weaken organizational competitiveness.

PT Aeronusa Inti Raya in Denpasar is a company engaged in cargo and logistics services. The company supports the movement of goods through air, sea, and land transportation and uses information technology to monitor shipments in real time. In the logistics sector, employee productivity is highly important because service speed, accuracy, punctuality, and coordination directly affect customer satisfaction. Employees are required to work carefully, respond quickly to operational changes, and complete tasks according to delivery schedules. Therefore, productivity problems can disrupt the flow of goods and reduce the company's ability to provide reliable services.

A pre-survey involving 10 employees of PT Aeronusa Inti Raya was conducted to identify initial conditions related to work productivity. The results show that all respondents had a strong desire to improve work efficiency. Most employees were also able to maintain concentration at work, as indicated by 70% of respondents, and 60% stated that they could maintain a reasonable balance between personal and professional life. However, only 40% of employees were able to complete their duties on time, while perceptions of management support remained divided, with 50% giving positive responses. These findings indicate that although employees have motivation to work efficiently, obstacles still exist in time management, workload arrangement, and organizational support.

Interviews with management and employees also revealed that productivity has not reached an optimal level. This condition is suspected to be influenced by several factors, particularly work-life balance, organizational commitment, and work discipline. Employees who experience difficulty balancing work and personal life may face fatigue and reduced motivation. Weak organizational commitment can reduce loyalty and responsibility in achieving company targets. Meanwhile, poor work discipline, especially tardiness and non-compliance with work schedules, can directly disrupt task completion and operational coordination. As shown in Table 1, employee tardiness in 2024 remains a significant issue. Based on these phenomena, this study examines the influence of work-life balance, organizational commitment, and work discipline on employee productivity at PT Aeronusa Inti Raya in Denpasar.

Table 1. Percentage of Employee Late Arrivals and Absences

| No | Month | Number of Employees | Late by More Than 15 Minutes (People) | Average Late Rate (%) |
|---|---|---|---|---|
| 1 | January | 52 | 27 | 51.92 |
| 2 | February | 52 | 17 | 32.69% |
| 3 | March | 52 | 22 | 42.30% |
| 4 | April | 52 | 28 | 53.84% |
| 5 | May | 52 | 30 | 57.69% |
| 6 | June | 52 | 29 | 55.76% |
| 7 | July | 52 | 25 | 48.07% |
| 8 | August | 52 | 24 | 46.15% |
| 9 | September | 52 | 20 | 38.46% |
| 10 | October | 52 | 27 | 51.92% |
| 11 | November | 52 | 32 | 61.53% |
| 12 | December | 52 | 35 | 67.30% |
| | | Total | | 607.63% |
| | | Average | | 50.63% |

Source: PT Aeronusa Inti Raya in Denpasar, 2024

As illustrated in Table 1, PT Aeronusa Inti Raya in Denpasar faces a significant problem related to employee attendance and compliance with work schedules. The average employee attendance rate in 2024 was recorded at 50.63%, indicating that productivity remains low. This condition may disrupt the implementation of daily tasks and responsibilities, when employees are required to respond to operational demands on time. Low attendance can increase the workload of other employees, delay

service processes, and reduce work output consistency. This phenomenon suggests that employee productivity is influenced by internal and behavioral factors that need deeper examination.

One factor that may influence productivity is work-life balance. Work-life balance refers to an individual's ability to manage work responsibilities and personal life demands in a balanced manner (Lintong et al., 2023). Gibran et al. (2024) state that work-life balance is an important determinant of productivity because employees who maintain balance between work and personal life tend to have better concentration, motivation, and emotional stability. A lack of balance between professional obligations and personal needs may increase occupational stress, reduce job satisfaction, and weaken enthusiasm (Surya & Rihayana, 2024). Conversely, good work-life balance can improve well-being, reduce stress, and support employee health (Lestari & Margaretha, 2021; Ngozi & Chinelo, 2020).

Interview results show that employees of PT Aeronusa Inti Raya in Denpasar often experience unpredictable work schedules due to fluctuations in shipping volumes and urgent customer requests. Employees are sometimes required to work beyond regular working hours, including weekends and holidays. This condition may disturb personal time, family responsibilities, and rest periods, which can reduce motivation and concentration. Previous studies by Nugraha and Rukhviyanti (2024) and Pramesti et al. (2024) found that work-life balance has a positive effect on work productivity. However, Nurjannah et al. (2025) reported that work-life balance does not affect work optimization. These inconsistent findings indicate the need for further research.

In addition to work-life balance, organizational commitment is considered an important factor in improving productivity. Organizational commitment describes employees' willingness to accept organizational goals, maintain membership, and demonstrate loyalty toward the organization (Nasarudin & Frianto, 2021). Ariani et al. (2020) explain that organizational commitment is a psychological condition in which employees identify with organizational goals, actively participate in their roles, and show strong dedication to the organization. Employees with high organizational commitment are more likely to work responsibly, maintain attendance, comply with organizational expectations, and contribute to company targets. Thus, organizational commitment represents an important attachment between employees and the organization.

The interview results indicate that high job demands and weak supervision from leaders have caused dissatisfaction among some employees. This condition may reduce emotional attachment and sense of responsibility toward the company. When employees feel less supported, appreciated, or involved in organizational processes, their commitment may decline and affect productivity. Several studies show that organizational commitment has a positive and significant effect on work productivity (D. Ariani et al., 2020; Rahmah et al., 2023; Alfa et al., 2024; Perkasa et al., 2022; Agitia & Irmadiani, 2022). Nevertheless, Ilmiah et al. (2021) and Prasetya et al. (2025) found that organizational commitment does not significantly influence productivity.

Another factor that may affect productivity is work discipline. Work discipline is defined as employee behavior that complies with organizational rules based on awareness, responsibility, and willingness to follow established standards (Milliana et al., 2023). According to D. Ariani et al. (2020), work discipline plays an important role in determining productivity because disciplined employees use working time effectively, complete tasks according to procedures, and avoid behaviors that disrupt operations. Kuswibowo (2020) also explains that strong discipline encourages responsibility, enthusiasm, solidarity, and work efficiency. Discipline is not limited to punctuality, but also includes obedience to rules and consistency in task completion.

Based on the interview results, several employees of PT Aeronusa Inti Raya in Denpasar still arrive late for work. Tardiness can delay the completion of work targets, reduce service quality, and create inefficiency in task coordination. In logistics operations, punctuality is crucial because one delay can affect

subsequent activities. Previous research by Kuswibowo (2020), Suryadewi et al. (2020), Jaya et al. (2024), Widyastuti and Pogo (2022), and Ariani et al. (2020) found that work discipline influences work productivity. However, Taufan and Sudarso (2024) showed different results, arguing that work discipline has only minimal influence.

Based on these phenomena, this study is motivated by the low attendance rate and productivity issues experienced by employees of PT Aeronusa Inti Raya in Denpasar. In addition, previous studies still show inconsistent findings regarding the influence of work-life balance, organizational commitment, and work discipline on productivity. Therefore, this study aims to analyze the influence of work-life balance, organizational commitment, and work discipline on employee work productivity at PT Aeronusa Inti Raya in Denpasar. The results are expected to provide theoretical contributions to human resource management studies and practical recommendations for improving productivity through better work-life balance, stronger organizational commitment, and consistent work discipline.

## 2. LITERATURE AND HYPOTHESES

### Goal Setting Theory

The theoretical framework of Goal Setting Theory, initially developed by Locke & Latham (1990), elucidates the interplay between goal setting and the subsequent actions and performance outcomes of employees. This theoretical framework underscores the significance of explicit, concentrated, and systematic objectives, which exert a tangible influence on occupational efficiency. Employees who comprehend organizational objectives can adapt their actions to align with company targets (Ramanda et al., 2024). The implementation of goals that facilitate a healthy work-life balance, such as flexible working hours, has been demonstrated to enhance employees' ability to balance their professional and personal obligations. This, in turn, has been shown to increase motivation, discipline, and productivity. Furthermore, employee involvement in the goal achievement process strengthens their commitment to the organization, as they feel responsible for the company's success.

### Work Productivity

Work productivity is defined as the extent to which workers are able to complete their tasks in an optimal manner. This includes the efficient use of resources, time, and labor. As posited by Siska Asriyanti et al. (2024), this section is designed to provide a comparative analysis of the work outcomes achieved in relation to the resources utilized during the various stages of the project. As Putri et al. (2023) assert, work productivity is indicative of the effectiveness and efficiency of workers in fulfilling their roles in accordance with established guidelines. Concurrently, Kuswibowo (2020) delineates work productivity as an individual's capacity to generate quality and sustainable work that aligns with organizational objectives. A high level of proficiency in this domain is indicative of the capacity of employees to execute their duties in a timely manner, to the standard set forth by the company, and in accordance with established objectives. This contributes directly to the attainment of the company's overarching goals. Asriyanti et al. (2024) and Kuswibowo (2020) provide a comprehensive overview of work productivity indicators. The quantity of work, the quality of work, the timeliness of work, and the efficiency of resource use are all important factors to consider.

### Work-Life Balance

Work-life balance can be defined as the equilibrium between professional obligations and personal pursuits to attain a fulfilling life (Rihayana et al., 2025). Work-life balance is defined as a stable equilibrium between professional obligations and personal aspects of an individual. As posited by Lintong et al. (2023), work-life balance is defined as an individual's capacity to effectively manage and balance their professional responsibilities with their personal life. As stated by Ngozi and Chinelo (2020), this encompasses not only achieving a healthy balance between professional obligations and personal obligations, but also striking a harmonious balance between professional responsibilities and other aspects of one's life. Concurrently, Pramesti et al. (2024) contend that this represents a balance of time and contribution to both the professional and personal domains, which can influence individual well-

being and performance. Adequate implementation has the potential to reduce work pressure, enhance job satisfaction, and promote increased employee productivity. Work-life balance indicators are as cited in the work of Lintong et al. (2023) and Pramesti et al. (2024), namely: balance between work time and personal life: balance between work roles and family roles: work flexibility: level of work stress.

**Organizational Commitment**

Organizational commitment is defined as the behavior of employees who are emotionally and psychologically invested in the organization where they are employed. As Nasarudin and Frianto (2021) posit, work commitment is defined as the degree to which employees are willing to accept organizational objectives and uphold their membership. As posited by Riadi et al. (2024), this domain pertains to the profound aspiration of individuals to persist in their affiliation with the organization and to exert maximum effort in their endeavors to contribute optimally. In the study conducted by Lim et al. (2021), organizational commitment was defined as the mental and emotional bond between employees and the organization. When this aspect reaches a high level, it reflects the loyalty, involvement, and willingness of employees to work for the benefit of the organization, which leads to increased work productivity. The concept of organizational commitment indicators, as delineated by Ariani et al. (2020), encompasses the following elements: identification with organizational goals; involvement in work; loyalty to the organization.

**Work Discipline**

Work discipline is defined as the adherence to and compliance with the established rules and regulations that govern the behavior of individuals within a given organizational framework. As Milliana et al. (2023) explain, work discipline is defined as the awareness and willingness of an individual to continue to comply with company regulations and established norms. Bahmani-OSKooee & Feinberg's (2022) seminal work offers a novel interpretation of work discipline as a reflection of an individual's proactivity in complying with rules without coercion. Concurrently, Kuswibowo (2020) expounds upon this notion, delineating it as a component in the optimization of employees' responsibility and work performance. The implementation of sound work discipline fosters the development of employees who exhibit conscientiousness and adhere to organizational procedures, thereby enhancing overall work productivity. As indicated by the works of Et al. (2020) and Milliana et al. (2023), the indicators of work discipline are as follows: Punctuality: Compliance with work regulations: Responsibilities encompass the following: The present study examined the relationship between adherence to work standards and subsequent outcomes.

**Hypothesis**

**The Effect of Work-Life Balance on Employee Work Productivity**

Work-life balance is defined as an individual's capacity to harmoniously manage their professional and personal obligations without compromising either aspect (Fadhli et al., 2024). Conversely, Sismawati & Lataruva (2020) posit that the optimal state of equilibrium between professional obligations and personal responsibilities is contingent upon the alignment of these domains with individual needs. This harmony plays a pivotal role in the maintenance of mental well-being, the enhancement of motivation, and the prevention of excessive work stress. Consequently, it optimizes employees' work activities. A substantial body of research has emerged on the subject of work-life balance and its impact on workforce productivity. Studies by Nugraha & Rukhviyanti (2024), Pramesti et al. (2024), Widyastuti & Pogo (2022), Putirulan & Sumbogo (2023), and Yahya & Laura (2021) have provided notable contributions to this field, suggesting that work-life balance has a positive influence on workforce productivity. Therefore, the initial hypothesis is as follow:

H1: Work-life balance has a positive effect on employee productivity at PT Aeronusa Inti Raya in Denpasar.

**The Effect of Organizational Commitment on Employee Work Productivity**

Organizational commitment is defined as a psychological behavior characterized by the level of attachment, loyalty, and desire of employees to remain as part of the organization. Arinta et al. As posited by (2023), organizational commitment is reflected in employees' compliance, participation, and identification with the organization's values and goals. Employees who exhibit a strong sense of

organizational commitment tend to demonstrate higher levels of dedication, loyalty, and a willingness to contribute significantly to the organization. This, in turn, can lead to a notable enhancement in work productivity. As stated in the 2025 publication, et al. This finding aligns with the conclusions of recent studies by various researchers, including those by (2023), (2024), (2022), and (2022). These studies suggest that this aspect exerts a positive influence on the optimization of employee performance. Therefore, the hypothesis that is hereby proposed is as follows:

H2: Organizational commitment has a positive effect on employee work productivity at PT Aeronusa Inti Raya in Denpasar.

**The Effect of Work Discipline on Employee Work Productivity**

Work discipline is defined as the attitude and behavior of workers in complying with the rules, procedures, and work responsibilities set by the company. Lintong et al. (2023) posit that this phenomenon is indicative of the awareness and readiness of workers to adhere to the established principles of the professional realm and prevailing social norms. The implementation of rigorous work discipline fosters the development of qualities such as order, punctuality, and efficiency in task execution, thereby contributing to an enhancement in overall work productivity. Muhtar et al. (2021) posit that the efficacy of a company's ability to achieve its objectives is contingent upon the implementation of effective work discipline. A study was conducted by Surya et al. (2020) ,, et al.. As demonstrated in the studies conducted by Widyastuti & Pogo (2022) and Ariani et al. (2020), as well as in the subsequent research by the same authors (2024), work discipline has been shown to have a positive influence on work productivity. Therefore, the following hypothesis is formulated:

H3: Work discipline has a positive effect on employee productivity at PT Aeronusa Inti Raya in Denpasar.

## 3. RESEARCH METHOD

The present study employs a quantitative approach through a causal associative analysis, with the objective of examining the influence of work-life balance, organizational commitment, and work discipline on employee productivity. The subject of this study is PT Aeronusa Inti Raya in Denpasar, with the research subjects being all employees of the company. The research population consists of 52 employees, and the study employs saturated sampling, thereby ensuring that the entire population is the research sample. The data collection process employs a multifaceted approach encompassing observational studies, interview-based methodologies, comprehensive documentation, and the dissemination of questionnaires. Additionally, it utilizes secondary data sources, including company documents and supporting literature, to enhance the robustness of the research. The research instrument utilizes a five-point Likert scale. Meanwhile, the data analysis that was applied consisted of the following: descriptive statistics, classical assumption testing, multiple linear regression analysis, coefficient of determination testing, F-test, and t-test. These analyses were carried out using SPSS software.

## 4. RESULTS AND DISCUSSION

**Research Instrument Test**

a. Validity Test

Table 2. Instrument Validity Test Results

| No | Variable | Statement Item | Pearson Correlation | Description |
|---|---|---|---|---|
| 1 | Work-life Balance ($X_1$) | $X_{1.1}$ | 0.877 | Valid |
| | | $X_{1.2}$ | 0.894 | Valid |
| | | $X_{1.3}$ | 0.804 | Valid |
| 2 | Organizational Commitment ($X_2$) | $X_{2.1}$ | 0.803 | Valid |
| | | $X_{2.2}$ | 0.846 | Valid |
| | | $X_{2.3}$ | 0.895 | Valid |
| 3 | Work Discipline ($X_3$) | $X_{3.1}$ | 0.804 | Valid |
| | | $X_{3.2}$ | 0.816 | Valid |
| | | $X_{3.3}$ | 0.944 | Valid |

| | | | | |
|---|---|---|---|---|
| | | $X_{3.4}$ | 0.944 | Valid |
| | | $X_{3.5}$ | 0.935 | Valid |
| 4 | Employee Work Productivity (Y) | $Y_{1.1}$ | 0.914 | Valid |
| | | $Y_{1.2}$ | 0.697 | Valid |
| | | $Y_{1.3}$ | 0.620 | Valid |
| | | $Y_{1.4}$ | 0.810 | Valid |
| | | $Y_{1.5}$ | 0.792 | Valid |
| | | $Y_{1.6}$ | 0.917 | Valid |

Source: Processed data, 2025

As posited by Sugiyono (2019), the objective of validity tests is to ascertain the precision of research instruments in elucidating the variables under investigation. The validity of an item statement is determined by its Pearson Correlation value, which must exceed 0.30 for it to be considered valid. As indicated by the results presented in Table 2, if all variables exhibit a Pearson Correlation value that exceeds 0.30, then the validity of all variables is confirmed.

b. Reliability Test

Table 3. Reliability Test Results of the Instrument

| Variable | Number of Instruments | Cronbach's Alpha | Variable |
|---|---|---|---|
| Work-life balance ($X_1$ ) | 3 | 0.818 | Reliability |
| Organizational Commitment ($X_2$ ) | 3 | 0.801 | Reliable |
| Work Discipline ($X_3$ ) | 5 | 0.933 | Reliable |
| Employee Work Productivity (Y) | 6 | 0.886 | Reliable |

Source: Processed data, 2025

As asserted by Sugiyono (2019), the objective of a reliability test is to ascertain the consistency of the measuring instrument in measuring variables within a study. The reliability of an instrument is determined by its Cronbach's Alpha value, which must exceed 0.60 for it to be considered reliable. As illustrated in Table 3, all variables exhibit Cronbach Alpha values that surpass 0.60. It is evident that all variables are considered reliable.

**Classical Assumption Test**

a. Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|---|---|---|
| N | | 52 |
| Normal Parameters [a, b] | Mean | 0.00000 |
| | Std. Deviation | 0.28201003 |
| Most Extreme Differences | Absolute | 0.096 |
| | Positive | 0.096 |
| | Negative | -0.036 |
| Kolmogorov-Smirnov Z | | 0.691 |
| Asymp. Sig. (2-tailed) | | 0.726 |

Source: Processed data, 2025

The normality test is a statistical procedure employed to ascertain the normality of a dataset. It is a prerequisite for the implementation of parametric statistical analysis (Sugiyono, 2019). The data is typically distributed when the Asymp. The p-value is greater than 0.05. As illustrated in Table 4, the

obtained P-value (0.726) exceeds the critical value (0.05), thereby indicating that the data is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

| Independent Variables | Tolerance | VIF |
|---|---|---|
| Work-life balance (X1) | 0.334 | 2.993 |
| Organizational Commitment (X2) | 0.405 | 2.468 |
| Work Discipline (X3) | 0.634 | 1.576 |

Source: Processed data, 2025

According to Sugiyono (2019), the interpretation of the multicollinearity test is predicated on the examination of the correlation between independent variables in the regression model. A regression model is considered to be free of multicollinearity when the tolerance value exceeds 0.10 and the VIF value is less than 10. As illustrated in Table 5, all independent variables in this study possess a VIF value of less than 10 and a tolerance of more than 0.10. This indicates that the data does not demonstrate multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

| Independent Variables | Sig | Description |
|---|---|---|
| Work-life balance ($X_1$) | 0.735 | Free Heteroscedasticity |
| Organizational Commitment ($X_2$) | 0.449 | Free from heteroscedasticity |
| Work Discipline ($X_3$) | 0.435 | Free from Heteroscedasticity |

Source: Processed data, 2025

As posited by Sugiyono (2019), the objective of this test is to ascertain the presence of any discrepancies in the nature of residuals within the regression model. The model is declared to be free of heteroscedasticity when the significance value exceeds 0.05. The sixth table is obtained under the condition that all independent variables have a significance value greater than 0.05. This condition indicates that the model is free of heteroscedasticity.

**Multiple Linear Regression Analysis Results**

Table 7. Summary of Multiple Linear Regression Analysis Results

| Dependent Variable | Independent Variables | Regression Coefficient | Standard Error | t-value | Sig. |
|---|---|---|---|---|---|
| Employee Work Productivity | (Constant) | 0.253 | 0.327 | 0.775 | 0.442 |
| | Work-life balance | 0.282 | 0.106 | 2.668 | 0.010 |
| | Organizational Commitment | 0.460 | 0.112 | 4.112 | 0.000 |
| | Work Discipline | 0.207 | 0.082 | 2.536 | 0.015 |
| R | | | | | 0.875[a] |
| Adjusted R-Square | | | | | 0.751 |
| F Test | | | | | 52.214 |
| F. Sig | | | | | 0.000[b] |

Source: Processed data, 2025

Based on the results of multiple linear regression calculations, a regression equation was obtained that provides an overview if:

$$Y = 0.253\ X_1 + 0.282\ X_{(2)+}\ 0.460\ X_3 + 0.207\ X_3 + 0.253\ 0.282\ X_1 + 0.460\ X_2 + 0.207\ X_3$$

A series of deductions were formulated in light of the findings from the aforementioned analysis:

1) The constant value of 0.253 is positive, indicating that employee productivity continues to increase even when the variables of work-life balance, organizational commitment, and work discipline are considered constant.
2) The regression coefficient (b1) of 0.282 has been shown to have a positive value. This indicates that an enhancement in work-life balance is likely to result in increased work productivity among employees, under the assumption that other variables remain constant.
3) The regression coefficient (b2) of 0.460 is positive, indicating that an increase in organizational commitment will increase employee productivity, under the assumption that other variables remain constant.
4) The regression coefficient (b3) of 0.207 is positive, signifying that an enhancement in work discipline will result in an improvement in employee productivity, under the assumption that other variables remain constant.

In the study, Sugiyono (2016) utilized a multiple correlation analysis to examine the concurrent relationship between work-life balance, organizational commitment, and work discipline on employee productivity. As illustrated in Table 7, a correlation value of 0.875 was obtained, indicating a very strong relationship (87.5%) between the independent variables and employee work productivity.

**Coefficient of Determination**

This section aims to estimate the potential of independent variables in explaining the variation in dependent variables (Ghozali, 2016:95). As illustrated in Table 7, the Adjusted R Square value is 0.751, indicating that work-life balance, organizational commitment, and work discipline can account for 75.1% of the variance in employee work productivity. The remaining 24.9% is attributable to variables not encompassed by the present study.

**F-Test**

The F test is a numerical test used to determine whether each independent variable collectively affects the dependent variable through a regression model (Ghozali, 2016:96). The objective of this evaluation is to ascertain the validity of the study model, thereby determining the regression model's suitability for hypothesis testing. As demonstrated in Table 7, the obtained significance value is less than 0.05, indicating that the regression model is deemed feasible (fit) and can be utilized to test the hypothesis.

**t-test**

The t-test is a statistical method used to examine the impact of each independent variable on the dependent variable (Ghozali, 2016:97). The results of the t-test presented in Table 7 yield the following findings:

1) The work-life balance variable is found to be statistically significant at the 0.010 level (less than 0.05), with a positive regression coefficient of 0.282. This indicates that work-life balance has a substantial and statistically significant impact on the work productivity of PT Aeronusa Inti Raya employees in Denpasar.
2) The organizational commitment variable is statistically significant at the 0.000 < 0.05 level, and it has a positive regression coefficient of 0.460. Therefore, organizational commitment has a positive and significant effect on the work productivity of employees at PT Aeronusa Inti Raya in Denpasar.
3) The work discipline variable demonstrated a significance value of 0.015, which is less than 0.05, and a positive regression coefficient of 0.207. Therefore, it can be concluded that work discipline exerts a positive and significant effect on the work productivity of PT Aeronusa Inti Raya employees in Denpasar.

**Discussion**

**The Effect of Work-Life Balance on Employee Work Productivity**

The results of the hypothesis test demonstrate that work-life balance exerts a positive and significant effect on employee productivity at PT. Aeronusa Inti Raya in Denpasar. The findings indicate that employees with higher levels of work-life balance, as indicated by punctuality, equitable participation, and harmonious satisfaction, exhibit increased productivity. Theoretically, the concept of work-life balance refers to an individual's capacity to harmonize the demands of professional and personal domains, ensuring that neither interferes with the other (Sismawati & Lataruva, 2020; Fadhli et al., 2024). Employees who maintain this balance have been shown to exhibit enhanced mental and physical well-being, resulting in increased work productivity, motivation, and reduced stress and fatigue. This phenomenon has a demonstrable impact on enhancing the quality and quantity of employees' work.

The findings of this study indicate that company support for the implementation of work-life balance plays a key role in increasing work productivity. Employees who perceive that their personal needs and professional obligations are equally valued have been shown to exhibit optimal performance, heightened loyalty, and a positive work ethic. The findings of this study are consistent with those of previous research conducted by Nugraha & Rukhviyanti (2024), Pramesti et al. (2024), Widyastuti & Pogo (2022), and Putirulan & Sumbogo (2023). These studies demonstrate that achieving a healthy work-life balance has a substantial and positive impact on employee productivity. Specifically, employees who effectively balance professional demands with their personal lives tend to exhibit more stable psychological well-being, experience reduced levels of work stress, and demonstrate heightened work motivation. Consequently, this enhances their capacity to execute their duties meticulously and generate superior outcomes.

**The Influence of Organizational Commitment on Employee Work Productivity**

The results of the hypothesis test demonstrate that organizational commitment exerts a positive and significant effect on employee productivity at PT. Aeronusa Inti Raya in Denpasar. This finding suggests a positive correlation between organizational commitment, as measured by affective, continuance, and normative commitment, and employee work productivity. Organizational commitment is defined as a psychological action that is reflected in emotional attachment, loyalty, and the employee's own desire to remain in the field. Employees who exhibit a high degree of commitment tend to possess a strong sense of responsibility, dedication, and alignment with the company's values. This, in turn, serves to motivate them to work in an optimal manner. This phenomenon has been demonstrated to exert a positive influence on key performance indicators such as work efficiency, work quality, and the consistency of work performance in achieving targets. In accordance with the perspective articulated by Arinta et al. (2023), organizational commitment is conceptualized as an individual's profound trust and emotional attachment to the organization. This commitment manifests through behaviors such as compliance, active participation in organizational activities, and a strong sense of identification with the organization's values and objectives. Furthermore, Sudrajat et al. (2025) demonstrate that employees who exhibit a high degree of commitment demonstrate optimal performance, exhibit strong loyalty, and contribute effectively to the achievement of organizational targets.

The present finding is corroborated by earlier studies from Rahmah et al. (2023), Alfa et al. (2024), Agitia & Irmadiani (2022), and Perkasa et al. (2022). These studies indicate that when organizational commitment exerts a positive and significant effect on employee work productivity, it signifies that workers who exhibit a high level of commitment to the organization will demonstrate greater loyalty, responsibility, and cooperation among employees. This provides a tangible incentive to enhance work productivity to achieve organizational or company targets, instilling employees with confidence in their continued employment.

**The Influence of Work Discipline on Employee Work Productivity**

The findings of the study indicate that work discipline exerts a positive and significant influence on employee productivity at PT. Aeronusa Inti Raya in Denpasar. The findings of this study indicate that

heightened work discipline, as manifested in factors such as attendance, adherence to work rules and standards, alertness, and work ethic, has the potential to enhance employee productivity. Work discipline is defined as the act of adhering to all established regulations. Employees who exhibit high work discipline are likely to adhere to deadlines, maintain organization, and prioritize task completion, thereby enhancing the effectiveness of time and resource utilization. This condition has been shown to reduce work errors, minimize delays, and increase the quality and quantity of employee work output. The results of the study align with the perspective of et al. (2023), which posits that work discipline is indicative of workers' awareness and readiness to adhere to all applicable rules and norms. Conversely, Muhtar et al. (2021) underscore the significance of this aspect in enhancing work optimization to accomplish organizational objectives.

The present finding is corroborated by prior studies by Surya et al. (2020), Efendi et al. (2024), and Widyastuti & Pogo (2022). These studies indicate that work discipline has a positive and significant effect on employee productivity. This suggests that workers with a high level of work discipline can better adhere to work rules and standards, manage their time properly, and maintain stability when completing their work. Consequently, this section offers a source of motivation for employees who exert a significant influence on the successful outcomes of their work. Furthermore, it underscores the significance of consistent implementation of work discipline as a managerial tactic that is effective in achieving sustainable employee work optimization.

## 5. CONCLUSION AND LIMITATIONS

The prevailing conclusion of this study is that work-life balance, organizational commitment, and work discipline have a positive and significant impact on the work productivity of employees at PT Aeronusa Inti Raya in Denpasar. This suggests that the more effective the alignment between an employee's personal life and their professional responsibilities, the stronger their dedication to the organization. Furthermore, it is posited that the more disciplined employees are in adhering to established work norms and standards, the higher their productivity levels will be. These findings indicate that the three variables are significant factors that can either concurrently or partially promote an increase in employee productivity when facilitating the achievement of company targets.

The present study corroborates the notion that enhancing employee productivity is contingent not solely on technical aspects of work, but is also influenced by employee well-being, loyalty to the organization, and discipline at work. Consequently, PT Aeronusa Inti Raya in Denpasar is advised to persist in formulating policies that promote work-life balance, fortify organizational commitment through the implementation of suitable leadership and communication strategies, and maintain rigorous work discipline on a continuous basis. Conversely, future researchers should develop variables that align with the present study, expand the object and overall sample of the study, so that the results obtained can be clearer and can be used more widely.

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