

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

1. INTRODUCTION

A company is defined as an organization that is oriented towards achieving profits and business sustainability through optimal individual management. A critical factor in the determination of industrial achievement is the utilization of human resources (HR), which plays a pivotal role in the pivotal stages of production and the achievement of organizational goals (Akbar & Subariyanti, 2023). Human resources (HR) professionals play a pivotal role not only in the management of the workforce, but also in supporting the personal and professional growth of individual employees. These efforts are crucial in addressing employees' needs, fostering their growth, and maximizing their potential, thereby contributing to enhanced performance and overall productivity within the organization (et al., 2022). The present study posits that the performance of employees may serve as a pivotal factor in the production of outputs that are in alignment with quality and quantity standards. This alignment is achieved through the effective utilization of time and resources (Asriyanti et al., 2024; et al., 2023). Optimal productivity is indicative of the effectiveness of employee performance and directly contributes to the achievement of overall company performance.

A pre-survey was conducted on 10 employees of PT Aeronusa Inti Raya in Denpasar to identify issues related to work productivity. The preliminary survey results indicated that all respondents exhibited a strong inclination towards enhancing work efficiency, with the majority demonstrating the capacity to maintain concentration in their professional endeavors (70%) and achieve a satisfactory balance between their personal and professional lives (60%). However, only 40% of workers were able to complete their roles in a timely manner, and perceptions of management support remained divided (50%). These findings suggest the presence of impediments in time management and organizational support that have the potential to hinder employee productivity.

PT Aeronusa Inti Raya, located in Denpasar, is a prominent industry entity that operates within the domain of cargo and logistics services. The company employs state-of-the-art information technology to meticulously monitor the real-time movement of goods, ensuring their delivery is executed in a timely, secure, and efficient manner. The implementation of elevated operational standards has contributed to the company's sustained growth as a service provider in the domains of air, sea, and land transportation. However, based on interviews with management and employees, employee productivity has not yet shown optimal results. This condition is theorized to be influenced by a lack of work-life balance, inadequate organizational commitment, and suboptimal work discipline that requires enhancement.

However, the productivity of employees has not yet demonstrated optimal outcomes. A comprehensive review of interviews conducted with members of the management team and multiple employees has revealed the presence of challenges related to work productivity. The decline in productivity is believed to be influenced by the suboptimal implementation of work-life balance, low organizational commitment, and a lack of work discipline. As demonstrated in Table 1, the present condition is reflected in the significant percentage of employee tardiness in 2024.

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, there is a notable prevalence of non-compliance with work schedules, a phenomenon that is believed to be influenced by various factors impacting employee productivity. The mean attendance of PT Aeronusa Inti Raya employees in Denpasar in 2024 was documented at 50.63%, indicating that employee productivity remains comparatively low and exerts a detrimental influence on the execution of occupational duties and obligations. The discrepancy between professional obligations and personal requirements has the capacity to diminish work motivation. Furthermore, the presence of weak organizational commitment has been demonstrated to result in a decline in employee loyalty and responsibility in achieving company targets, which, in turn, has a deleterious effect on overall organizational performance.

Moreover, work-life balance has been identified as a significant factor in determining work productivity (Gibran et al., 2024). Work-life balance is defined as an individual's capacity to harmonize professional responsibilities with personal obligations (Lintong et al., 2023). A paucity of equilibrium between professional and personal domains has been demonstrated to engender elevated levels of occupational

stress among employees (Surya & Rihayana, 2024). The maintenance of work-life balance has been shown to enhance job satisfaction, reduce stress levels, and foster the physical and emotional well-being of employees (Lestari & Margaretha, 2021), as well as other life activities (Ngozi & Chinelo, 2020).

The results of the interview suggest that employees of PT Aeronusa Inti Raya in Denpasar frequently encounter unpredictable work schedules due to fluctuations in shipping volumes and urgent customer requests. Consequently, employees often undertake their responsibilities beyond their designated working hours, including on weekends and holidays. This condition has the potential to disrupt the balance between work and personal life. A multitude of studies have demonstrated that work-life balance exerts a favorable influence on work productivity (Nugraha & Rukhviyanti, 2024; Pramesti et al., 2024). However, the findings of Nurjannah et al. (2025) revealed that this aspect does not exert a significant influence on work optimization.

In addition to work-life balance, organizational commitment has been demonstrated to be a key factor in improving work productivity (Adrai & Perkasa, 2024). Organizational commitment is defined as the degree to which employees are willing to accept the organization's goals, maintain their membership, and demonstrate loyalty to the organization (Nasarudin & Frianto, 2021). Organizational commitment is defined as a psychological state in which employees identify with the goals of their organization, demonstrate active involvement in their roles, and exhibit a strong sense of dedication to the organization (Ariani et al., 2020). This concept encompasses a profound mental bond between employees and their respective organizations, representing a significant aspect of employee morale and organizational loyalty.

The results of the interview indicate that elevated job demands and deficient supervision by leaders engender feelings of dissatisfaction among some employees, which in turn precipitates a decline in organizational commitment. A substantial body of research has demonstrated that organizational commitment exerts 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). However, other studies have found that organizational commitment does not have a significant effect on work productivity (Ilmiah et al., 2021; Prasetya et al., 2025).

As D. Ariani et al. (2020) have demonstrated, work discipline is another factor that influences work productivity. As posited by Milliana et al. (2023), work discipline is defined as an action that complies with rules based on individual awareness. The implementation of rigorous work discipline has been demonstrated to engender heightened employee responsibility for their assigned tasks, thereby enhancing overall performance and exerting a favorable influence on work activities (Kuswibowo, 2020). The presence of good work discipline is evidenced by an increase in employees' concern for their work, enthusiasm for their tasks, sense of responsibility, solidarity, and work efficiency.

A review of the interview results indicates that a number of employees of PT Aeronusa Inti Raya in Denpasar frequently arrive on the job after the designated hour. This tardiness has a detrimental effect on the achievement of time targets and work quality. Research by Kuswibowo (2020), Suryadewi et al. (2020), Jaya et al. (2024), Widyastuti & Pogo (2022), and Ariani et al. (2020) interprets that work discipline has an influence and plays a role in work optimization. Nonetheless, the findings of Taufan & Sudarso (2024) demonstrate inconsistency, as the researchers contend that work discipline exerts minimal influence on work productivity.

The present study is motivated by two factors. Firstly, there is a dearth of research that has addressed the issue of work-life balance, organizational commitment, and work discipline in the context of employee productivity. Secondly, there is a need to build upon the extant research focusing on PT Aeronusa Inti Raya in Denpasar, which has heretofore yielded inconsistent results. The present study, therefore, aims to

examine the influence of work-life balance, organizational commitment, and work discipline on employee work productivity at PT Aeronusa Inti Raya in Denpasar.

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 (X ₁)	0.334	2.993
Organizational Commitment (X ₂)	0.405	2.468
Work Discipline (X ₃)	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; Fadhi 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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