

The role of work ethic, work culture, and work-life balance in employee productivity at Trusmi Group



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ABSTRACT

This study examines the influence of work ethic, work culture, and work-life balance on employee productivity at Trusmi Group. As employee productivity represents a critical determinant of organizational competitiveness, particularly in retail and creative industries characterized by dynamic operational environments, understanding the factors that enhance workforce performance is essential for sustainable business success. Employing a quantitative research approach with a causal research design, data were collected through structured questionnaires using a Likert scale from 109 employees selected through simple random sampling from a population of 150 employees. The data were analyzed using multiple linear regression techniques with IBM SPSS Statistics, supported by validity, reliability, and classical assumption testing. The findings reveal that work ethic, work culture, and work-life balance each exert a positive and significant influence on employee productivity. Employees demonstrating stronger work ethics, operating within a supportive organizational culture, and experiencing a healthier balance between professional and personal responsibilities tend to exhibit higher levels of productivity. Furthermore, the three variables collectively contribute substantially to explaining variations in employee productivity, highlighting their complementary role in enhancing workforce performance. These results underscore the importance of fostering a productive organizational environment through the promotion of strong work values, a positive workplace culture, and policies that support employees' work-life balance. The study contributes to the human resource management literature by providing empirical evidence on the multidimensional factors that drive employee productivity within the retail and creative industry context.

Keywords: Work Ethic; Work Culture; Work-Life Balance; Employee Productivity; Human Resource Management



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INTRODUCTION

Work behavior, work environment, and wages have a significant effect on productivity. This finding is consistent with the study conducted by Wiguna and Radila (2023), which found that work ethics significantly influence employee productivity. Furthermore, Ningsih (2024) show that organizational culture contributes to increased work productivity. However, these findings have not been widely tested in the context of private companies in the retail and creative industries, which differ from government agencies in terms of work systems, operational pressures, and patterns of interaction in the workplace.

Labor productivity is the ability or level of efficiency of workers in producing goods or services by optimally utilizing available resources. Productivity is typically measured by measuring the amount of output (work results) produced with the inputs (labor, time, or costs) used. Labor productivity indicates how effectively and efficiently employees complete work to achieve organizational goals. As explained by Ningsih (2024) and Tumiwa et al., (2017), from a normative perspective, companies are expected to manage their human resources effectively by creating a consistent work ethic, strengthening an adaptive work culture, and balancing employees' professional commitments and personal lives. These three aspects constitute an essential foundation for creating work discipline, responsibility, and a conducive work environment. Work discipline encourages employees to comply with regulations, work on time, and complete tasks according to established standards, while responsibility makes employees aware of carrying out their work seriously and being accountable for their work results.

In addition, a conducive work environment, both in terms of facilities, security, and harmonious work relationships, can create a comfortable and supportive atmosphere that increases employee motivation, work enthusiasm, and productivity in achieving organizational goals effectively and efficiently (Septiandri & Tjahjadi, 2022). The combination of individual factors, corporate values, and the quality of the work environment has been proven to contribute to achieving optimal productivity amid ever-changing business demands (Wang et al., 2023).

Empirical conditions in the field show that not all companies are able to meet these ideal standards. Trusmi Group, a company operating in the retail and creative batik industry, faces quite complex operational dynamics. High workloads, especially during periods of increased visitor traffic such as holidays and tourism events, require a strong work ethic and a solid work culture. However, differences in employee work ethic, a work culture that has not been fully internalized, and working hours that have the potential to disrupt work-life balance are challenges that can cause fluctuations in productivity. The study conducted by Maharani & Efendi (2017) at the Ministry of Manpower discovered that work ethic and organizational culture together with employee compensation all contribute to employee productivity. However, these findings have not been widely tested in the context of private companies based in the retail and creative industries, which have different work systems, operational pressures, and work interaction patterns than government agencies.

Previous research has examined the correlation between work ethic, work culture, and work-life balance, but rarely explored these using an integrated approach. Studies by Yanti & Meutia (2024) tend to highlight individual variables without analyzing the simultaneous interaction of these three factors on employee productivity. At the global level, a study by Wang et al., (2023) confirms that the integration of psychological, organizational, and personal factors plays a major role in increasing work productivity. Different focuses and limited research conditions reveal empirical gaps, especially in

understanding the interaction of these three variables in private companies at the regional level.

The research demonstrates its strategic value because it shows how work ethic and work culture and work-life balance impact the productivity of Trusmi Group employees. The study aims to create a conceptual model which systematically shows how each variable connects through psychological factors and organizational elements and workforce requirements in creative and retail industries. The study results will function as theoretical foundations which advance human resource management while providing companies with practical methods to boost their long-term work productivity.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Work Ethic

According to Anoraga (2009) cited in the journal according to Samosir (2016), work ethic represents the collective attitude and perspective which people of a nation or society hold toward work. When a community views work as something noble for human existence, their work ethic tends to be high. According to Satar (2021), on the other hand, work ethic is the overall good and bad characteristics of a person that influence their actions in the workplace and are reflected in their attitudes and behavior. This variable is measured using the following dimensions: (1) discipline (2) responsibility (3) commitment (4) integrity (5) motivation. Based on the above opinions, work ethic is a collection of basic attitudes or perspectives held by employees to evaluate work as something positive in improving their quality of life, which influences their work behavior in the organization.

A previous study by Maharani & Efendi (2017) found that work ethic has a significant positive influence on employee performance. The research findings from Yantika et al., (2018), study on the Bondowoso local government show that workers who have strong work ethics demonstrate better work performance because their work discipline improves.

Work Culture

Work culture encompasses the overall social values or behavior patterns within a company that relate to employees' reasons for and assessments of performing their jobs. Based on Pramudya et al., (2023) and Nawawi (2008), this study uses the following indicators for work culture: (1) performing work in line with tasks (2) honesty at work (3) commitment to work (4) responsibility for work (5) ability to collaborate with colleagues. The earlier research conducted by Rukoh & Kirana (2024) shows that work culture creates positive effects on employee performance.

Work-Life Balance

The concept of work-life balance emerged in the 1980s in response to growing awareness of the importance of maintaining a balance between work and personal life. During this period, social changes and the increasing participation of women in the workforce encouraged organizations to begin focusing on employee well-being outside the workplace. Entering the 1990s, the concept gained increasing attention due to increasing work pressures, changes in family structures, and a growing understanding that a balance between work and personal life can improve employee satisfaction, health, motivation, and productivity Greenhaus & Beutell (1985) explained that work-family conflict is a form of role conflict that occurs when work demands and family demands conflict with each other so that it is difficult to meet at the same time. The variable contains three

dimensions which researchers can measure through (1) involvement balance (2) satisfaction balance and (3) social support.

For example, a national study by Yanti & Meutia (2024) and Permatasari & Handoko (2023) found that good work-life balance significantly increases job satisfaction and reduces employee stress. Similar findings were published by Hendri et al., (2023) and Nababan & Sinaga (2022) in their study, stating that good work-life balance contributes positively to employee performance by increasing job satisfaction.

Furthermore, this theory asserts that employees who successfully maintain balance have more psychological resources that they can bring to work. Therefore, the theory is used to explain how work-life balance can affect employee productivity in the context of Trusmi Group.

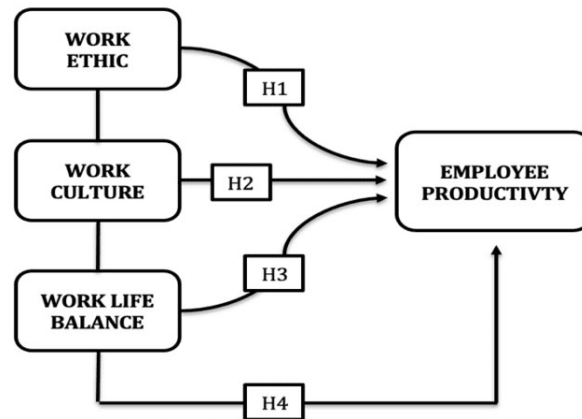
Employee Work Productivity

According to Hairo & Martono (2019) Work productivity is the ability of an individual or workforce to produce goods or services effectively and efficiently by optimally utilizing available resources. Work productivity reflects the comparison between the results obtained (output) and the resources used (input). Therefore, the higher the results achieved with more efficient use of time, energy, and costs, the higher the level of work productivity. Work productivity is a crucial factor for organizations because it influences the achievement of goals, improving work quality, and company competitiveness. Classical management theory emphasizes the importance of efficiency, a clear division of labor, an orderly organizational structure, and the systematic application of management principles to effectively achieve organizational goals. This theory assumes that organizational productivity and performance can be improved through job specialization, good supervision, a clear formal hierarchy, and the use of standardized procedures and rules so that every activity within the organization can run in a coordinated and efficient manner (Aldi, 2024). The Job Demands and Resources (JD-R) Model of contemporary research demonstrates that productivity depends on the equilibrium between work requirements and available resources Li et al., (2023). An imbalance in favor of demands triggers fatigue and reduced performance, while the availability of sufficient resources triggers a motivational process that strengthens commitment and performance. The JD-R model is also relevant for explaining the role of work-life balance, as it considers support from the non-work sphere as a counterbalance to work pressure (Li et al., 2023).

Various empirical studies prove the relevance of these theories in relation to productivity. A study by Panjaitan (2018) found that a comfortable work environment and good relationships correlate positively with productivity. Another study by Rosidah et al., (2021) confirms that training and motivation serve as resources that improve employee psychological performance and stability, thereby contributing to increased productivity. These findings are consistent with the JD-R Characteristics Model and Motivation Theory, both of which emphasize the importance of job design, working conditions, and development support as key factors in work performance.

Research Framework

The study framework depends on the understanding that different internal and external factors determine employee productivity. Work ethic, work culture and work-life balance are considered variables that have a direct impact on employee productivity (Ningsih, 2024).



Source : Conceptual Framework, 2025

Figure 1
Framework

The effect of work ethic on employee productivity (X1 → Y)

Work ethics (X1) refers to how employees perceive and value their work, encompassing attitudes, beliefs, and behaviors that guide the execution of job responsibilities. Employees with strong work ethics demonstrate discipline, responsibility, and commitment, which enable them to maintain consistent and stable work performance and contribute positively to organizational productivity (Wiguna & Radila, 2023). Based on the results of the tests that have been carried out, then hypothesis testing is carried out to determine the significance of the influence of independent variables on dependent variables.

H1: It is hypothesized that there is a significant positive influence of employee morale on work productivity at Trusmi Group.

The influence of work culture on employee productivity (X2 → Y)

Work culture (X2) refers to the set of shared values, norms, beliefs, and behaviors that shape how employees interact and perform their duties within an organization. A positive work culture fosters collaboration, discipline, and mutual respect among employees, thereby creating a supportive environment that enhances motivation, maintains consistent performance, and contributes to overall organizational effectiveness (Yuningsih & Kartini, 2018; Ramlah et al., 2023). Based on the results of the tests that have been carried out, then hypothesis testing is carried out to determine the significance of the influence of independent variables on dependent variables.

H2: It is hypothesized that there is a significant positive influence of work culture on employee productivity at Trusmi Group.

The influence of work-life balance on employee productivity (X3 → Y)

Personal work–life balance (X3) refers to an individual's ability to effectively manage and maintain harmony between work responsibilities and personal life commitments. Employees who achieve a healthy work–life balance are better able to reduce stress, enhance job satisfaction, and sustain their physical and psychological well-being, which ultimately contributes to higher productivity and long-term performance (Normeilia et al., 2025). Based on the results of the tests that have been carried out, then hypothesis

testing is carried out to determine the significance of the influence of independent variables on dependent variables.

H3: It is hypothesized that there is a significant positive influence of work-life balance on employee productivity at Trusmi Group.

The Influence of combined effect of work ethic, work culture, and work-life balance on employee productivity.

In conclusion, work ethics (X1), work culture (X2), and personal work-life balance (X3) are important determinants of employee productivity. Strong work ethics encourage discipline and responsibility, a positive work culture fosters collaboration and a supportive working environment, and a healthy work-life balance enhances employees' well-being and motivation, these factors contribute to sustained performance and improved productivity, highlighting their critical role in achieving organizational effectiveness and long-term success (Septiandri & Tjahjadi, 2022). Based on the results of the tests that have been carried out, then hypothesis testing is carried out to determine the significance of the influence of independent variables on dependent variables.

H4: It is hypothesized that there is a significant positive influence of work ethic, work culture, and work-life balance on employee productivity at Trusmi Group.

METHOD

The research uses a quantitative causal design method to examine work ethic, work culture, and work-life balance as they affect employee productivity. The survey was designed to collect numerical data that could be analyzed statistically to test the causal relationship between variables. The study follows this method to achieve its goal of measuring both complete and specific impacts of independent variables on dependent variables through established measurement techniques and hypothesis testing according to Sugiyono's (2019) explanation.

The researcher determined that the research population consisted of 150 Trusmi Group employees. The researcher determined the sample to be selected as respondents, namely 109 Trusmi Group employees, which was determined using a random sample of cases feature on SPSS method based on the Slovin formula as Asari (2022) in Uyanto (2020) with a margin of error of 5%.

Data analysis techniques included validity and reliability tests, classical assumption tests covering normality, multicollinearity, and heteroscedasticity, multiple linear regression tests, coefficient of determination tests, and hypothesis testing using t-tests and f-tests with the help of SPSS version 26.

RESULTS AND DISCUSSION

Respondent Characteristic

The distribution of respondent characteristics based on the results of data collection is presented in the following table.

Table 1
Respondent Characteristic

Characteristic	Category	Frequency	Percentage
Gender	Men	36	33,03%
	Woman	73	66,97%
Age	21-25	77	70,64%

Characteristic	Category	Frequency	Percentage
Working For Long Time	26-30	22	20,18%
	31-35	8	7,34%
	36-40	2	1,83%
	< 1 Year	43	39,45%
	1-3 Year	42	38,53%
	3-5 Year	16	14,68%
	5-10 Year	8	7,34%
Total Respondents		109	100%

Source : Results of questionnaire data management, 2026

Based on Table 1, the majority of respondents in this study were female, totaling 73 people (66.97%), while males numbered 36 (33.03%). In terms of age, the respondents were predominantly in the 21–25 age group, totaling 77 people (70.64%), followed by the 26–30 age group with 22 people (20.18%), the 31–35 age group with 8 people (7.34%), and 2 people (1.83%) in the 36–40 age group.

In terms of work experience, the majority of respondents had less than 1 year of work experience (43 people, 39.45%), followed by 1–3 years (42 people, 38.53%), 3–5 years (16 people, 14.68%), and 5–10 years (8 people, 7.34%). In total, the number of respondents in this study was 109 (100%).

Validity and Reliability Test Results

The Pearson validity test is used to determine whether each item in the questionnaire is able to accurately measure the variables being studied. An item is declared valid if the Pearson correlation value or calculated r is greater than r table at a significance level of 5% ($\alpha = 0.05$), or has a significance value (p -value) of less than 0.05. In research practice, an item is also generally considered valid if it has a Pearson correlation coefficient value of at least 0.30, so the higher the correlation value obtained and the closer it is to 1, the better the level of validity of the item. This study refers to general standards for testing quantitative research instruments, which have also been applied in previous studies. If an item has an r value below this minimum value, it is eliminated because it is considered unsuitable to represent the indicator of the variable being tested (Ghozali, 2021).

The validation process is an important step in ensuring that the instrument is not only systematically structured, but also capable of capturing empirical phenomena in accordance with the underlying theoretical concepts. The validity testing of the variables of work ethic, work culture, work-life balance, and employee productivity, the calculated $r > r$ table, all instruments (statement items/indicators) are considered valid and can be used as instruments (Ghozali, 2021).

The following table presents the results of the validity test obtained through data processing using SPSS. This test is carried out to ensure that each statement item is able to accurately measure the research variables.

Table 2
Validity Test Results

Variable	r count	r table (df= 1092= 107)	Remarks
Work Ethics	.505	0.1882	Valid

Variable	r count	r table (df= 1092= 107)	Remarks
	.523		
	.542		
	.464		
	.492		
	.523		
	.605		
	.756		
	.688		
	.653		
	.655		
	.577		
	.570		
	.604		
	.628		
	.626		
	.583		
Work Culture	.582	0.1882	Valid
	.700		
	.723		
	.669		
	.669		
	.678		
	.547		
	.549		
	.590		
	.506		
Work Life Balance	.599	0.1882	Valid
	.665		
	.680		
	.650		
	.664		
	.562		
	.460		
	.561		
	.555		
	.515		
Employee Productivity	.555	0.1882	Valid
	.567		
	.712		
	.683		
	.638		
	.702		
	.615		

Source: Data Analyzed, 2026

The results of reliability tests that have been carried out with the help of SPSS are presented in the following table. This test aims to see the level of reliability of research instruments in producing consistent data.

Table 3
Reliability Test

Variable	Alpha Cronbach	Criteria
Work Ethic	.824	Reliable
Work Culture	.858	Reliable
Work-Life Balance	.786	Reliable
Employee Productivity	.835	Reliable

Source: Data Analyzed, 2026

The researchers used Cronbach's alpha to test instrument reliability because multiple studies use this testing method. An instrument is assumed to be reliable when the Cronbach's alpha value is ≥ 0.7 , which indicates that the instrument maintains strong internal consistency. The reliability test guarantees that the instrument will produce identical results across multiple testing sessions under comparable testing conditions (Ghozali, 2021). Therefore, research instruments that pass the validity and reliability tests can be used as reliable measurement instruments in this study.

Based on table 3 The reliability test in Table 2 shows that all variables have a Cronbach's Alpha value of > 0.70 . The work ethic variable or X1 has a value of 0.824. The work culture variable has a value of 0.858. The Work Life Balance variable has a value of 0.786. The employee work productivity variable or Y has a value of 0.835. The questionnaire statements consistently measure the research variables which indicates that the research instrument will produce reliable results thus making the questionnaire appropriate for the upcoming data analysis phase.

Classical Assumption Test

Normality Test

The normality test requires execution because it verifies that the regression model residuals must follow normal distribution. The reason for this requirement exists because parametric linear regression analysis needs residuals to follow a normal distribution pattern. The researchers applied the Kolmogorov-Smirnov test and P-P diagram and SPSS to test normality, which they accepted as normal according to the established rule by Sugiyono (2017) that required a significance value above 0.05.

To find out whether the research data meets the normal distribution assumptions, a normality test was carried out using SPSS. The results of the test can be seen in the following table.

Table 4
Normality Test

		Unstandardize Residual
N		109
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.83465669
Most Extreme Differences	Absolute	.065
	Positive	.044
	Negative	-.065
Text Statistic		.065
Asymp. Sig. (2-Tailed)		.200 ^{c,d}

- a. Test distribution is Normal
- b. Calculated from data
- c. Lilliefors Significance Correction
- d. This is lower bound of the true significance

Source: SPSS analysis results, 2026

Based on Table 4, the Kolmogorov-Smirnov test demonstrates normality for the data according to Table 3, because its significance value exceeds 0.05 and the data becomes abnormal when significance value drops below 0.05- the significance value from the normality test table shows normal distribution because it exceeds 0.05 with a value of 0.200.

Multicollinearity Test

The test evaluates the strength of relationship between independent variables through its assessment. Sugiyono (2017) states that a good regression must be free from multicollinearity. The study utilized these indicators as its measurement components. VIF (Variance Inflation Factor) < 10 The work ethic and work culture and work-life balance variables will not affect each other if both values fall within the defined limits (Ghozali, 2021). The results of the multicollinearity test can be seen in the following table.

Table 5
Multicollinearity Test

		<i>Coefficients^a</i>	
		Collinearity Statistics	
	Model	Tolerance	VIF
1	Work Ethics	.612	1.634
	Work Culture	.487	2.054
	Work Life Balance	.581	1.720

a. Dependent Variable:
 Employee productivity

Source: SPSS analysis results, 2026

Sugiyono (2017) The multicollinearity test results show that all independent variables which include Work Ethic and Work Culture and Work Life Balance have Tolerance values of 0.612 and 0.487 and 0.581 respectively. The values exceed the minimum threshold which is set at 0.10. All VIF values for the variables Work Ethic 1.634 and Work Culture 2.054 and Work-Life Balance 1.720 remain below the established upper boundary of 10. The regression model shows that independent variables lack any evidence of multicollinearity problems.

Heteroscedasticity Test

The researchers used scatter plots and the Glejser test to assess heteroscedasticity. The model showed no heteroscedasticity when the scatter plot points showed random distribution and the Glejser significance value exceeded 0.05 (Sugiyono, 2017). The following table shows the results of the heteroscedasticity test in the research model.

Table 6
Heteroscedasticity Test

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.121	2.151		.056	.955
Work Ethics	.017	.046	.046	.368	.714
Work Culture	.025	0.50	.068	.489	.626
Work Life Balance	-.002	.062	-.004	-.362	.975

a. Dependent Variable: ABS_RES

Source: SPSS analysis results, 2026

The results of the heteroscedasticity test show that all independent variables reach significance values which exceed the 0.05 level of significance. The Work Ethic variable (X1) has a significance value of 0.714, the Work Culture variable (X2) has a significance value of 0.626, and the Work Life Balance variable (X3) has a significance value of 0.975. The analysis shows that there is no significant effect of the independent variables on the absolute residual value. The analysis concludes that the regression model does not exhibit any signs of heteroscedasticity.

Multiple Linear Regression Analysis

This test is used to assess whether the independent variables are strongly correlated. Sugiyono (2017) states that a good regression must be free from multicollinearity. The indicators used in this study include :Tolerance 0.10 VIF (Variance Inflation Factor) < 10 If both values are within the specified limits, it is assumed that the variables of work ethic, work culture, and work-life balance do not influence each other. The following table shows the results of regression analysis obtained from data processing using SPSS. These results were used to see the relationship and magnitude of influence between the variables studied.

Table 7
Multiple Linear Test

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.176	3.372		1.412	.161
Work Ethics	.303	.073	.308	4.166	.000
Work Culture	.377	.079	.397	4.789	.000
Work Life Balance	.309	.098	.239	3.154	.002

a. Dependent Variable: Employee Productivity

Source: SPSS analysis results, 2026

The constant value of 4.761 shows that savings behavior exists at 4.761 when all independent variables remain at zero. The regression coefficients X1, X2, and X3 show

positive values which reach statistical significance at < 0.05 . The results indicate that work ethic and work culture together with work-life balance create a strong positive effect on employee productivity.

Partial Test (t-test)

The t-test is used to evaluate the impact of separate independent variables on dependent variables. Sugiyono (2017) explained that the t-test is a tool to test the significance of the influence of X on Y in linear regression. Partial tests of each variable were conducted using a t-test with the aid of SPSS. The results of these tests are presented in the following table to determine the significance of the effect of each variable.

Table 8
T Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.761	3.372		1.412	.161
Work Ethics	.303	.073	.308	4.166	.000
Work Culture	.377	.079	.397	4.789	.000
Work Life Balance	.309	.098	.239	3.154	.002

a. Dependent Variable Employee Productivity
 Source: SPSS analysis results, 2026

Referring to the partial test (t-test) shown in Table 8, it was found that the influence of independent variables on employee work productivity in the Trusmi Group was found.

1. The work ethic variable has a significance value of 0.000 which proves to be less than the significance level of 0.05. The t-value of 4.166 shows that work ethic has a significant effect on employee productivity. The regression coefficient value shows a positive relationship because better work ethic of employees leads to higher productivity. The hypothesis that work ethic affects employee productivity can be accepted.
2. The work culture variable shows a significance result which reaches 0.000 and it is less than 0.05 together with a t-value which measures at 4.789. The results indicate that work culture has a significant effect on employee productivity. The positive regression coefficient shows that a good and conducive work culture can drive an increase in employee productivity. The research team accepted the work productivity hypothesis which showed work culture had an effect on work productivity.
3. The Work Life Balance variable shows a significance value of 0.002 which falls below the < 0.05 threshold and has a t-value of 3.154. The results show that Work Life Balance performs a major impact on employee work results. The positive regression coefficient value shows that employees who maintain good work-life balance will increase their productivity in performing their work tasks. The research hypothesis which states that Work Life Balance affects employee work productivity proves to be true.

4. The t-test results demonstrate that t-value exceeds t-table value of 1.659 which indicates that work ethic work culture and work-life balance elements produce positive and significant impacts on employee productivity at Trusmi Group.

Simultaneous Test (F Test)

The F test is used to test the influence of independent variables on simultaneous dependent variables. Sugiyono (2017) explained that the F test is used to determine whether all independent variables simultaneously have an influence on the dependent variables. The results of the F test obtained from data processing using SPSS are presented in the following table. This test is carried out to find out whether the independent variables together have an effect on the dependent variables

Table 9
F Test Result

<i>ANOVA^a</i>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1608.190	3	563.063	64.861	.000 ^b
Residual	867.810	105	8.265		
Total	2476.000	108			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work Ethics, Work Culture, Work Life Balance

Source: SPSS analysis results, 2026

The F table test shows that the F count value of 64.861 > 1.983 F table and significance of 0.000 < 0.05, so the decision is made to reject H0 and accept H4. The conclusion is that the simultaneous variables of work ethic (X1), work culture (X2), and work environment (X3) can have a significant impact on the variable of employee productivity (Y). Employee work productivity increases because of three factors which interact with each other: employees who demonstrate good work ethic, organizations which create productive work environments, and employees who achieve balance between their work duties and personal responsibilities. These three variables simultaneously contribute significantly to the increase in employee work productivity at Trusmi Group.

Coefficient of Determination (R²)

The Model Summary table determination test shows an R value of 0.806 which indicates that work ethic and work culture and work-life balance together predict employee productivity with an 80.6% accuracy rate. The coefficient of determination (R²) assessment found a value of 0.650 which indicates that work ethic and work culture and work-life balance assessment contribute 65% of the total model prediction while showing strong relationship between these elements. The remaining 35% of the result comes from unobserved factors which were not included in the study. The analysis shows that work ethic and work culture and work-life balance together create a strong impact on employee productivity at Trusmi Group. The following table presents the results of the determination coefficient (R²) test used to see the large contribution of independent variables to dependent variables.

Table 10
Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.639	2.875

a. Predictors: (Constant), Work Life Balance, Work Ethics, Work Cult
 Source: SPSS analysis results, 2026

From the test stated in Table 10, one could further determine the effect of external variables to enhance the productivity of staff at the Trusmi Group.

The Effect of Work Ethic on Employee Work Productivity

The results of hypothesis testing demonstrate that work ethic has a major positive effect on employee productivity. The t-value calculation, which resulted in a t-value of 4.166, exceeded the table t-value of 1.659. The results support the acceptance of the proposed hypothesis. The study results show that employees with better work ethic display higher work productivity. Work ethic shows itself through responsible behavior and disciplined work conduct and honest task completion and dedicated employee performance. Employees who possess strong work ethics can utilize their work time better and concentrate more effectively and take proactive steps to finish their tasks, which directly leads to productivity growth.

The research findings are in line with Nevira et al., (2023), who state that work ethic is a key aspect in driving individual organizational performance. Employees who possess a strong work ethic will complete their tasks according to established work patterns which produce measurable results. The company needs these specific conditions because they serve as vital resources which help achieve work targets and enhance organizational competitive strength. Thus, the results of the study emphasize that work ethic has a strategic contribution to increasing employee productivity. Therefore, companies must pay more attention to efforts to establish and strengthen work ethic, whether through instilling work values, providing motivation, or creating a work environment that supports positive work behavior.

The Influence of Work Culture on Employee Work Productivity

Employee work productivity exists beyond work ethic because work culture has proven to be another determining factor. Work culture testing results show a significance value of 0.000 which is less than 0.05 and a t-value of 4.789, proving that work culture has significant effects. The positive regression coefficient shows that workplace productivity increases with better work culture implementation. A good work culture is evident in orderly work habits, cooperation among employees, and good working relationships. A conducive work environment makes employees feel more comfortable working and more focused on completing their tasks. This condition encourages employees to work optimally and produce better results.

The research findings which match the results from Adha et al., (2019) demonstrate that work culture affects employee productivity in a significant way. The hypothesis that work culture affects employee productivity has been confirmed through the research results.

The Effect of Work-Life Balance on Employee Work Productivity

The research demonstrates that work-life balance creates a major effect on employee productivity. The results demonstrate this through a significance value of 0.002 which falls below 0.05 together with a t-value of 3.154. The research results demonstrate that employees who establish a work-life balance achieve higher productivity levels. Pratiwi and Setiawan conducted a study which found that work-life balance positively affects employee work productivity. Employees who successfully balance their work obligations with their personal responsibilities demonstrate higher concentration levels and reduced exhaustion symptoms. This condition enables staff members to perform their duties with greater efficiency.

The similarity of the results with previous studies shows that work-life balance is a major aspect that supports employee work productivity. When life balance is maintained, employees can manage their time and energy better so that the work results achieved are more optimal. Based on these results, the hypothesis that work-life balance has an impact on employee work productivity is accepted.

The on Influence of Work Ethic, Work Culture, and Work-Life Balance Employee Work Productivity

The test shows that work ethic, work culture, and work-life balance simultaneously have a significant impact on employee productivity at Trusmi Group. The test results show that 64.861 exceeds 1.983 F table and the significance level remains below 0.05. The analysis shows that work productivity is not influenced by just one aspect, but by the interrelationship of several mutually supportive aspects. The development of a strong work ethic enables employees to perform their duties with both responsibility and sincerity.

A positive work culture establishes proper working conditions through its ability to establish orderly and effective communication systems which promote employee teamwork. Work-life balance helps employees maintain their physical and mental wellbeing while performing their job responsibilities. The combination of these three factors results in employees developing greater concentration which leads to increased productivity. The Trusmi Group experiences increased employee productivity because work ethic and work culture and work-life balance operate together to produce this result.

CONCLUSION AND SUGGESTION

The analysis and discussion work together to show that Trusmi Group employees with strong work ethic demonstrate better work performance. Employees who have a good work ethic, such as a sense of responsibility, discipline, and sincerity in their work, tend to be able to produce higher levels of work productivity. Work culture has been proven to have a significant effect on employee productivity. When organizations establish a positive work culture which includes efficient team cooperation and effective employee communication and creates a suitable workplace atmosphere then their employees will reach maximum work output and their organizations will experience higher productivity rates.

The work-life balance of employees has a direct effect on their productivity at work. Employees who achieve work-life balance through their personal life and professional responsibilities, their physical and mental health, which leads to more effective and sustainable work. The work ethic and work culture of Trusmi Group together with their employees' work-life balance create substantial effects on their

productivity. Employee productivity increases because three factors work together: employee work attitudes and the company's work culture and the way employees balance their work with personal life. Therefore, these three factors need to be considered together in efforts to increase employee productivity.

Referring to the analysis of the research that has been carried out, there are several things that the company and future researchers should keep in mind. The study results demonstrate that employee productivity depends on three factors which are work ethic work culture and work-life balance. The company needs to maintain employee work attitude because this helps employees stay disciplined while they fulfill their job responsibilities. Employees can better understand their work duties when they receive ongoing coaching throughout their employment.

The organization requires maintenance of a positive working environment. The organization needs to establish and maintain effective working relationships which enable employees to communicate with their colleagues and supervisors. The office environment creates a structured space which helps employees finish their work duties. Workplaces require organizations to create an environment where employees can balance their job responsibilities with their personal life commitments. Employees who face excessive work demands will experience negative effects on their physical health and mental well-being. The new work arrangement enables employees to work with better focus which results in improved work performance and optimal outcomes.

For future researchers, this study can be used as a reference in examining employee work productivity. The next study should consider other variables such as burnout, compensation and job satisfaction variables that have not been researched so that the results obtained are more diverse. Future research can take place in various companies and different industry sectors. The research results will deliver wider knowledge about the elements that determine employee performance through more thorough study.

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