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The Effect Of Work Environment, Work Motivation, And Work-Life Balance On Employee Work Productivity In The Human Resources Department Of RSUPN Dr. Cipto Mangunkusumo In 2025

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Abstract

Work productivity is an important indicator in assessing employee performance within an organization. Productivity is influenced by several factors, including work environment, work motivation, and work life balance. A supportive work environment, high work motivation, and a good balance between work and personal life can enhance employee productivity. This study aims to determine the effect of work environment, work motivation, and work life balance on employee work productivity in 2025. This study was a quantitative study using a cross-sectional design. The population and sample consisted of employees who met the inclusion criteria, with a total sampling technique involving 69 respondents. The research instrument used a Likert-scale questionnaire. Data were analyzed using univariate and bivariate analysis with multiple linear regression tests. The results showed that work environment, work motivation, and work life balance simultaneously had a significant effect on work productivity ($p < 0.05$). Partially, work motivation was the most dominant variable influencing work productivity. There is a significant effect of work environment, work motivation, and work life balance on employee work productivity.

Keywords: Work Environment, Work Motivation, Work Life Balance, Work Productivity, Employees.

INTRODUCTION

Employee productivity is a fundamental aspect in improving organizational competitiveness and overall economic performance. The Organisation for Economic Co-operation and Development (OECD) in 2025 explains that global productivity growth in 2023–2024 showed a weak trend, and productivity differences among countries are greatly influenced by the quality of the workforce and organizational factors that support performance improvement (1). This condition indicates that productivity enhancement does not only depend on macroeconomic aspects, but also on internal factors such as the work environment, motivation, and employees' work–life balance.

Meanwhile, the Future of Jobs Report 2025 published by the World Economic Forum (2) emphasizes that in facing the dynamics of the modern labor market, organizational strategies to improve employee welfare and mental health, as well as the implementation of work–life balance, have become crucial factors in maintaining productivity. A total of 64% of global companies place employee well-being as a primary strategy to attract and maintain workforce productivity. This report highlights the importance of organizational attention to the aspect of work–life balance as a determinant of productivity.

In Indonesia, productivity issues remain a major challenge. Based on research findings, the productivity level of the Indonesian workforce only reaches 74.4%, which is lower than the ASEAN average productivity level of 78.2%. Indonesia is also recorded to still be below the Philippines (86.3%), Singapore (82.7%), Thailand (80.1%), and Vietnam (80%). This fact indicates the existence of a productivity gap between the Indonesian workforce and other ASEAN countries, therefore strategic efforts are needed to improve the quality of employee performance at the organizational level (3).

Hospitals are one of the institutions that play an important role in providing health services to the community. To deliver quality services, hospitals must have effective work systems and

performance. However, in reality, many hospitals still face various obstacles in improving employee performance, such as high absenteeism rates, low productivity, and unsatisfactory service quality (4).

The Dr. Cipto Mangunkusumo National Central General Hospital is a national referral government hospital located at Jl. Diponegoro No. 71, Central Jakarta, Senen District, DKI Jakarta. This hospital is also a teaching hospital with a Class A hospital classification and is managed under the Public Service Agency (BLU) system. Currently, the accreditation status of Dr. Cipto Mangunkusumo National Central General Hospital is internationally accredited (JCI). The hospital has a bed capacity of 983 beds. It consists of 78 work units, one of which is the Organizational and Human Resources Work Team. The human resources within this unit consist of several types of personnel, including nursing staff and non-health personnel. Therefore, high-quality and professional human resources are required to achieve organizational goals and to provide health service quality that meets the needs and expectations of the community.

Within an organization, success in achieving goals is highly dependent on employee productivity. Good employee productivity reflects the effectiveness of task implementation and commitment to job responsibilities. However, in reality, not all employees are able to demonstrate optimal productivity. Based on interviews conducted with several employees in the Organizational and Human Resources Work Team of the Dr. Cipto Mangunkusumo National Central General Hospital, information was obtained indicating that some employees are dissatisfied with the reward and compensation system, which potentially affects their work enthusiasm and productivity.

This condition is evident from internal complaints and field observations showing that some employees are unable to manage their rest time and personal activities outside of work. This indicates that work–life balance has not been fully achieved in the work environment. In addition, the researcher conducted a preliminary study involving 20 employees in the Human Resources Department of Dr. Cipto Mangunkusumo National Central General Hospital, which provided an initial overview of the conditions of the work environment, work motivation, work–life balance, and employee productivity.

Furthermore, research indicates that the main factor influencing the increase in labor productivity is wages. However, the study has not comprehensively examined other factors such as the work environment, work motivation, and work–life balance, even though these three factors are closely related to employees' productive behavior (3). Another study shows that work–life balance has a significant partial effect on employee productivity. This means that work–life balance is very important for employees; therefore, it becomes necessary for organizations to implement and maintain policies that encourage employees to improve their work–life balance in the hope that employees will become more productive (5). In line with research (6), work–life balance has been found to have a positive effect on productivity.

Therefore, it is very important to understand how the work environment, work motivation, and work–life balance (the balance between work and personal life) influence employee productivity. In addition, changes in work patterns due to the digital era and increasing workload pressures make work motivation one of the factors that must be strengthened so that employees are able to work optimally. A conducive work environment, both physically and psychologically, is also an important element in creating comfort at work, which in turn can produce maximum performance.

Based on the background described above, including interviews, observations, and the preliminary study, the author is interested in conducting research entitled **"***The Influence of Work Environment, Work Motivation, and Work–Life Balance on Employee Productivity in the Human Resources Department of Dr. Cipto Mangunkusumo National Central General Hospital."*

RESEARCH METHODS

Research Type

Research Design

The research design used in this study is a quantitative research design with a cross-sectional study approach. This research is conducted to determine the relationship between the work environment, work motivation, and work–life balance and employee productivity.

Research Location and Time

This research was conducted at the Human Resources Department of the Dr. Cipto Mangunkusumo National Central General Hospital, located at Jl. Pangeran Diponegoro No. 71, RW.5, Kenari, Senen District, Central Jakarta City, Special Capital Region of Jakarta 10430. The research was planned to be carried out during the period from December 2025 to January 2026, which includes the stages of preparation, instrument development, data collection, data analysis, and preparation of the research report.

Research Population and Sample

Research Population

If the research subjects are fewer than 100, it is better to include all of them so that the study becomes a population study (9). Furthermore, if the number exceeds 100, a sample of approximately 10–15% or 20–25% or more can be taken. In this study, the respondents consisted of 83 employees in the Human Resources Department of the Dr. Cipto Mangunkusumo National Central General Hospital, all of whom were included as the research population to determine the influence of the work environment, work motivation, and work–life balance on employee productivity.

Research Sample

A sample is a smaller subset of a larger population that is easier to manage. A sample possesses characteristics similar to those of the population and can therefore be used for statistical analysis when the population is too large to be observed entirely. This approach enables researchers to obtain representative conclusions without involving every member of the population (8).

Based on the above definition, it can be concluded that a sample is a part of the population that is studied and represents the characteristics of that population. By studying a portion of the population, the results are expected to reflect the characteristics of the population itself. The sample in this study consisted of 83 employees in the Human Resources Department of the Dr. Cipto Mangunkusumo National Central General Hospital. Therefore, before sampling is conducted, inclusion and exclusion criteria must be determined. Inclusion criteria are the requirements that must be met by each member of the population to be selected as a sample, while exclusion criteria are the characteristics of population members who cannot be selected as samples (7). The researcher determined the following criteria for the sample:

Inclusion Criteria:

1. Employees whose employment status is active during the research period.
2. Employees with a minimum working period of 6 months to ensure adequate understanding of the work environment and working conditions in the unit.
3. Employees who are willing to become respondents.

Exclusion Criteria:

1. Employees with a working period of less than 6 months.
2. Employees who are sick, on leave, or on permission during the research process.
3. Employees who are unwilling to become respondents.

An example of calculation using the Slovin formula (32): sampling is conducted using a direct procedure with a population of 69 employees, with a 95% confidence level and 5% deviation.

RESULTS AND DISCUSSION

Research Results

In this chapter, the researcher presents and explains the results of the research that has been conducted regarding the influence of the work environment, work motivation, and work–life balance on employee productivity in the Human Resources Department of the Dr. Cipto Mangunkusumo National Central General Hospital, Jakarta, in 2025. Data collection was carried out by distributing questionnaires to 69 respondents. The results of this research can be seen in the explanation below.

Demographic Characteristics of Respondents\

The characteristics of respondents in this study include age, education, gender, and length of employment. The variables were categorized using nominal and ordinal scales, and then analyzed using univariate analysis. The demographic characteristics of the respondents are presented in Table 1.

Table 1. Demographic Characteristics of Respondents

Variable	Frequency (n)	Percentage (%)
Age		
> 46 years (Adult)	16	23.2
26–35 years	17	24.6
36–45 years	36	52.2
Total	**69**	**100**
Education		
Diploma (D3)	21	30.4
Bachelor's Degree (S1)	39	56.5
Master's Degree (S2)	3	4.3
Senior High School (SMA)	6	8.7
Total	**69**	**100**
Gender		
Male	15	21.7
Female	54	78.3
Total	**69**	**100**
Length of Employment		
> 16 years	23	33.3
1–5 years	4	5.8
11–15 years	28	40.6
6–10 years	14	20.3
Total	**69**	**100**

Based on Table 1, it is found that the largest distribution of respondents is in the 36–45 years age group, with 36 respondents (52.2%). The majority of respondents have a Bachelor's degree (S1), totaling 39 respondents (56.5%). In terms of gender, the majority are female, with 54 respondents (78.3%). Meanwhile, based on the length of employment, most respondents have worked for 11–15 years, totaling 28 respondents (40.6%).

Univariate Test

The results of the univariate analysis, based on the average item score, indicate that the Work Environment variable has a mean item value of 4.13, reflecting that respondents generally provide a positive assessment of the work environment conditions. The Work Motivation variable has a mean item value of 4.12, indicating that the respondents' level of work motivation falls within the high category.

The Work–Life Balance variable shows a mean item value of 4.15, suggesting that the respondents' work–life balance is considered good. The Productivity variable has a mean item value

of 4.10, indicating that the respondents' productivity level is also in the high category. Overall, these results show that all research variables fall within the high category based on the item rating scale.

Bivariate Test

The results of the bivariate test using the Chi-Square method show a significant relationship between each independent variable and the Productivity variable. The relationship between the Work Environment and Productivity produces a Pearson Chi-Square value of 125.947 with a significance value of 0.001, which is smaller than 0.05, indicating a significant relationship.

The relationship between Work Motivation and Productivity shows a Pearson Chi-Square value of 147.605 with a significance value of 0.000, which is smaller than 0.05, thus indicating a significant relationship.

Meanwhile, the relationship between Work–Life Balance and Productivity produces a Pearson Chi-Square value of 118.722 with a significance value of 0.004, which is smaller than 0.05, indicating a significant relationship between the two variables.

Validity Test

The validity test is an assessment used to determine the validity of a questionnaire. In this study, the validity test was conducted to evaluate the validity of each question item in the questionnaire and to compare the results with the r-table value at a certain significance level. A statement or question item is considered valid if the r-calculated value is greater than the r-table value or if the significance value is less than 0.05.

Table 2. Validity Test Results

Variable	Indicator	r-calculated	r-table	Description
Work Environment (X1)	X1.1	0.478	0.235	Valid
	X1.2	0.395	0.235	Valid
	X1.3	0.484	0.235	Valid
	X1.4	0.485	0.235	Valid
	X1.5	0.501	0.235	Valid
Work Motivation (X2)	X2.1	0.589	0.235	Valid
	X2.2	0.484	0.235	Valid
	X2.3	0.568	0.235	Valid
	X2.4	0.533	0.235	Valid
	X2.5	0.566	0.235	Valid
Work–Life Balance (X3)	X3.1	0.530	0.235	Valid
	X3.2	0.429	0.235	Valid
	X3.3	0.589	0.235	Valid
	X3.4	0.568	0.235	Valid
	X3.5	0.550	0.235	Valid
Work Productivity (Y)	Y1	0.510	0.235	Valid
	Y2	0.581	0.235	Valid
	Y3	0.516	0.235	Valid
	Y4	0.741	0.235	Valid
	Y5	0.646	0.235	Valid

The validity test results indicate that all statement items in the variables Work Environment (X1), Work Motivation (X2), Work–Life Balance (X3), and Work Productivity (Y) have r-calculated values greater than the r-table value of 0.235. The r-calculated values for each item against the total score range from 0.395 to 0.741, therefore all items are declared valid and suitable to be used as measurement instruments in this study.

Reliability Test

The reliability test is used to determine the internal consistency of the research instrument. An instrument is considered reliable if it produces a Cronbach's Alpha value ≥ 0.70. Therefore, the variable can be considered reliable and dependable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Environment (X1)	0.710	Reliable
Work Motivation (X2)	0.775	Reliable
Work–Life Balance (X3)	0.764	Reliable
Work Productivity (Y)	0.809	Reliable

(Results of SPSS Data Processing, 2025)

The reliability test results show that the research instrument has a good level of internal consistency, indicated by the Cronbach's Alpha values of each variable: Work Environment = 0.710, Work Motivation = 0.775, Work–Life Balance = 0.764, and Productivity = 0.809. All Cronbach's Alpha values are above the minimum threshold of 0.70, therefore it can be concluded that the research instrument is reliable and capable of providing consistent measurement results.

Classical Assumption Test

The classical assumption test was conducted to ensure that the multiple linear regression model used in this study meets the statistical requirements so that it is appropriate for further analysis. The classical assumption tests carried out include normality test, multicollinearity test, and heteroscedasticity test.

Kolmogorov–Smirnov Normality Test

The results of the Kolmogorov–Smirnov test show a significance value of 0.200, which is greater than 0.05. Therefore, it can be concluded that the residual data are normally distributed and meet the normality assumption in multiple linear regression analysis.

In addition, based on the Normal P–P Plot of Regression Standardized Residual, the residual points are seen to spread around and follow the diagonal line, indicating that the residual distribution approaches a normal distribution and further strengthens the fulfillment of the normality assumption.

Multicollinearity Test

The results of the multicollinearity test indicate that all independent variables have Tolerance values above 0.10 and VIF values below 10, namely:

- Work Environment: Tolerance = 0.300, VIF = 3.336
- Work Motivation: Tolerance = 0.245, VIF = 4.087
- Work–Life Balance: Tolerance = 0.471, VIF = 2.125

Thus, it can be concluded that no multicollinearity occurs in the regression model.

Heteroscedasticity Test

The results of the heteroscedasticity test show that the significance values of all independent variables are above 0.05, namely:

- Work Environment = 0.754
- Work Motivation = 0.593
- Work–Life Balance = 0.220

Therefore, it can be concluded that heteroscedasticity does not occur, and the regression model meets the homoscedasticity assumption.

Coefficient of Determination Analysis (R^2)

The results of the coefficient of determination analysis show an R Square value of 0.767, meaning that 76.7% of the variation in employee productivity can be explained by the variables work environment, work motivation, and work–life balance, while the remaining 23.3% is influenced by other factors outside the research model.

Simultaneous Test (F-Test)

The F-test results show an F-calculated value of 71.358 with a significance value of 0.000, which is smaller than 0.05. Therefore, it can be concluded that the variables Work Environment, Work Motivation, and Work–Life Balance simultaneously have a significant effect on Productivity.

T-Test

The results of the partial test (t-test) show that:

1. The work environment variable has a significance value of 0.047 (<0.05), indicating that the work environment significantly affects employee productivity.
2. The work motivation variable has a significance value of 0.000 (<0.05), indicating that work motivation significantly affects employee productivity.
3. The work–life balance variable has a significance value of 0.006 (<0.05), indicating that work–life balance significantly affects employee productivity.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis produce the following regression equation:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3$$
$$Y = -0.677 + 0.254X_1 + 0.489X_2 + 0.282X_3$$

The regression equation shows that the Work Motivation variable has the greatest influence on Employee Productivity compared to the Work Environment and Work–Life Balance variables, as indicated by the largest regression coefficient value of 0.489. This indicates that increasing work motivation provides the most dominant contribution to improving employee productivity.

The negative constant value of −0.677 does not have practical meaning in this study because all independent variables are measured using a Likert scale, so a value of zero does not conceptually represent the real condition of respondents.

Simultaneously, the variables Work Environment, Work Motivation, and Work–Life Balance provide a significant contribution to Employee Productivity, as indicated by the coefficient of determination (R^2) of 76.7%, while the remaining 23.3% is influenced by other factors outside the research model.

CONCLUSION

After conducting research on the influence of work environment, work motivation, and work–life balance on employee productivity in the Human Resources Department of Dr. Cipto Mangunkusumo National Central General Hospital in 2025, the following conclusions can be drawn:

1. Work environment has a positive and significant effect on employee productivity, with a regression coefficient value of 0.254 and a significance value of 0.047 (< 0.05). This indicates that every improvement in the quality of the work environment will be followed by an increase in employee productivity.
2. Work motivation has a positive and significant effect on employee productivity, with a regression coefficient value of 0.489 and a significance value of 0.000 (< 0.05), and it is the variable with the most dominant influence compared to the other variables. This shows that work motivation provides the greatest contribution to improving employee productivity.

3. Work–life balance has a positive and significant effect on employee productivity, with a regression coefficient value of 0.282 and a significance value of 0.006 (< 0.05). This indicates that the balance between work life and personal life plays an important role in supporting employee performance.
4. Simultaneously, work environment, work motivation, and work–life balance have a significant effect on employee productivity, with an F-test significance value of 0.000 (< 0.05). The magnitude of the contribution of these three variables to employee productivity is indicated by the coefficient of determination (R^2) value of 0.767 or 76.7%, which means that most of the variation in employee productivity can be explained by the three independent variables in this study.

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