

The Influence Of Work-Life Balance, Work Ethic, And Human Relations On Employee Productivity At The Seluma Regency Education And Culture Office

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ABSTRAK

To achieve optimal productivity, employees must possess knowledge, skills, abilities, and positive behaviors in carrying out their duties. Increasing employee productivity is influenced by several factors, such as work-life balance, work ethic, and human relations. The purpose of this study was to determine the effect of work-life balance, work ethic, and human relations on employee productivity at the Seluma Regency Education and Culture Office. The sample in this study was 81 employees at the Seluma Regency Education and Culture Office who had become civil servants. Data collection used a questionnaire, and the analysis methods used were multiple linear regression, determination tests, and hypothesis testing. The results of the multiple regression test showed a positive trend with the regression equation $Y = 5.715 + 0.184X_1 + 0.398X_2 + 0.306X_3 + 3.592$. Variable X_1 (Work-Life Balance) has a significant effect on Y (Work Productivity), as evidenced by the significance value of $0.036 < 0.05$. Therefore, it can be concluded that Hypothesis 1 is accepted. Variable X_2 (Work Ethic) has a significant effect on Y (work productivity) this can be seen from the significance value of $0.000 < 0.05$. then it can be concluded that hypothesis 2 is accepted. Variable X_3 (human relations) has a significant effect on Y (work productivity) this can be seen from the significance value of $0.001 < 0.05$, then it can be concluded that hypothesis 3 is accepted. The results of the simultaneous test then H_0 is rejected and H_a is accepted, between the independent variables namely X_1 (work life balance), X_2 (work ethic), X_3 (human relations), have a significant effect together on work productivity (Y) because the significance value of 0.000 is small from 0.05 .

INTRODUCTION

The current era of globalisation has a significant and unavoidable impact on organisations and human resources within companies. This is because every organisation has a work programme that must be carried out and implemented in order to achieve its objectives. Human resource management is the process of dealing with issues that arise within an organisation, usually involving managers, employees and other workers, in order to support the organisation's activities and achieve its objectives. Human resources can be defined as labourers, employees, workers, or staff who have expertise in their respective fields. Human resources are the people who design and produce goods or services, supervise quality, market products, allocate financial resources, and formulate all organisational strategies and objectives. Without skilled or competent people, it is impossible for an organisation to increase work productivity. According to Sutrisno (2020:102), work productivity is the ratio of work output to the time required to produce a product by a worker. Employee productivity is a standard measure for companies to achieve optimal results.

The achievement of these results is usually determined by the targets set by the company. Therefore, an organisation must have professional employees so that the organisation can carry out its activities to the fullest. To achieve optimal productivity, employees must have knowledge, expertise, skills, and positive behaviour in carrying out their duties. The balance between the lives of employees as workers and as human beings (work-life balance) is a key aspect that must be considered by organisations in order to determine regulations. Work-life balance, according to Mendis & Weerakkody (2019:98), refers to a work schedule that allows individuals to combine work-related tasks at the workplace with other tasks, such as caring for parents or family (Ardiansyah & Surjanti, 2020). According to Sutrisno (2020:54), a factor that can influence employee productivity is work ethic. According to Tasmara (2019:64), work ethic is the totality of one's personality and the way one expresses, views, believes and gives meaning to something, which drives one to act and achieve optimal results so that the pattern of relationships between humans and themselves and between humans and other creatures can be established properly. Human relations are one of the important factors that can influence work productivity (Tasmara, 2019:55).

LITERATURE REVIEW

Human Resource Management

Human resource management focuses on managing human resources within the dynamic interactions between workers and organisations, which often have differing interests. Human resource management involves the productive use of human resources to achieve organisational goals and satisfy the individual needs of workers.

According to Hanggraeni (2022:76), human resource management is the science and art of managing human elements (creativity, emotion, and will) as assets of an organisation in order to achieve organisational goals by acquiring, developing, and maintaining an effective and efficient workforce. People are an important resource in an organisation; moreover, the effectiveness of an organisation is largely determined by human management.

Work-Life Balance

Work-life balance is defined by Fisher et al. (2019:19) as the efforts made by individuals to balance two or more roles they play. Meanwhile, according to Greenhaus et al. (2023:12), work-life balance is the extent to which an individual is connected to both work and family, and is equally satisfied with their role at work and their role in the family.

Work Ethic

According to Harsono and Santoso (2020:65), work ethic is a work spirit based on certain values or norms. This is in line with the opinion of Tobing and Sulianti (2020:43), who state that work ethic is a work spirit possessed by the community to be able to work better in order to obtain their life values. Work ethic determines human judgement as manifested in a job (Simamora, 2019:54). Furthermore, according to Sinamo (2020:65), work ethic is a collection of positive behaviours that are required by fundamental beliefs accompanied by total commitment to an integral work paradigm. According to him, if a person, organisation, or community adheres to a work paradigm, believes in it, and is committed to it, it will give rise to their distinctive work attitudes and behaviours. That is what will become their work ethic and culture.

Human Relations

According to Effendy (2018:101), human relations are translated as human relationships. The central point of human relations is humans, so it is not entirely wrong for people to translate it as human relationships. Human relations are a prerequisite for successful communication between individuals and within organisational institutions.

METHODS

Validity Test

Validity is used to measure whether a questionnaire is valid or not. A questionnaire is considered valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire. If using SPSS, the validity test can be seen in the total correlation of people (rhitung). With the test criteria $r_{hitung} > r_{tabel}$, the questions can be declared valid. If $r_{hitung} < r_{tabel}$, the questions are declared invalid.

Reliability Test

Reliability is actually a tool to measure a questionnaire that is an indicator of a variable or construct. When using SPSS, a construct or variable is said to be reliable if it gives a Cronbach's alpha value > 0.6 .

Classical Assumption Test

The classical assumption test is used to test whether the regression model truly shows a significant relationship.

Normality Test

The normality test aims to test whether in the regression model, both the independent and dependent variables have a normal or slightly normal contribution. In this study, the normality test uses a Normal Probability Plot (P-P Plot). Ghozali (2021:163) states that a variable can be said to be normal if the image is distributed with data points scattered around the diagonal line and the distribution of data points follows the diagonal line.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds correlations between independent variables. The multicollinearity test is seen from the tolerance value and Variance Inflation Factor (VIF), Ghozali (2021:95). If there is a correlation, then it is called a multicollinearity (multico) problem. In simple terms, each independent variable becomes a dependent variable and its direction towards other independent variables. So, low tolerance is equal to a high VIF value (because $VIF = 1/tolerance$). In general, the value used to indicate multicollinearity is a tolerance value ≤ 0.10 or equal to the value if $VIF \geq 10$. Each researcher must determine the level of collinearity that is still tolerable.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is a variance in the residuals from one observation to another in a regression model (Ghozali, 2021:125). According to Ghozali (2021:36), the basis of the analysis is that if there is a certain regular pattern, such as points forming a certain regular pattern (widening waves, then narrowing), then heteroscedasticity has occurred. If there is no clear pattern and the points are scattered above and below the number 0 on the Y-axis, then heteroscedasticity has not occurred.

Multiple Linear Regression

Multiple linear regression analysis is used to determine the influence between independent variables (X) and dependent variables (Y), namely the variables of Work Life Balance (X1), Work Discipline (X2), Human Relations (X3) on Work Productivity (Y), which can be calculated through an equation.

RESULTS AND DISCUSSION

Result

Validity Test

The validity test is used to determine the accuracy and suitability of each questionnaire item so that a variable can be identified. A questionnaire item is considered valid if $r_{hitung} > r_{tabel}$. The r_{tabel} N-2 ($81-2=79$) value with a significance level of $\alpha = 0.05$ is 0.218. The SPSS output obtained for the validity test of the variables work-life balance (X1), work ethic (X2), human relations (X3) and work productivity (Y) can be seen below.

Table 1. Validity Test of Work-Life Balance Variable Indicators (X1)

No	Statement Item	R-count	R-table (n-2)	Description
1	Statement 1	0.652	0,218	Valid
2	Statement 2	0.706	0,218	Valid
3	Statement 3	0.634	0,218	Valid
4	Statement 4	0.588	0,218	Valid
5	Statement 5	0.648	0,218	Valid
6	Statement 6	0.587	0,218	Valid
7	Statement 7	0.570	0,218	Valid
8	Statement 8	0.583	0,218	Valid
9	Statement 9	0.594	0,218	Valid
10	Statement 10	0.579	0,218	Valid

Source: Research Results and Compiled, 2025

Tabel 2. Uji Validitas Indikator Variabel Etos kerja (X2)

No	Statement Item	R-Count	R-table (n-2)	Description
1	Statement 1	0.690	0,218	Valid
2	Statement 2	0.581	0,218	Valid
3	Statement 3	0.655	0,218	Valid
4	Statement 4	0.650	0,218	Valid

5	Statement 5	0.646	0,218	Valid
6	Statement 6	0.674	0,218	Valid
7	Statement 7	0.736	0,218	Valid
8	Statement 8	0.704	0,218	Valid
9	Statement 9	0.499	0,218	Valid
10	Statement 10	0.482	0,218	Valid

Source: Research Results and Compiled, 2025

Tabel 3 Uji Validitas Indikator Variabel Human relation (X3)

No	Statement Item	R-count	R-table (n-2)	Description
1	Statement 1	0.472	0,218	Valid
2	Statement 2	0.471	0,218	Valid
3	Statement 3	0.397	0,218	Valid
4	Statement 4	0.325	0,218	Valid
5	Statement 5	0.351	0,218	Valid
6	Statement 6	0.573	0,218	Valid
7	Statement 7	0.304	0,218	Valid
8	Statement 8	0.429	0,218	Valid
9	Statement 9	0.466	0,218	Valid
10	Statement 10	0.270	0,218	Valid

Source: Research Results and Compiled, 2025

Tabel 4. Uji Validitas Indikator Variabel Produktivitas kerja (Y)

No	Statement Item	R-count	R-table (n-2)	Description
1	Statement 1	0.529	0,218	Valid
2	Statement 2	0.515	0,218	Valid
3	Statement 3	0.355	0,218	Valid
4	Statement 4	0.524	0,218	Valid
5	Statement 5	0.452	0,218	Valid
6	Statement 6	0.502	0,218	Valid
7	Statement 7	0.337	0,218	Valid
8	Statement 8	0.436	0,218	Valid
9	Statement 9	0.610	0,218	Valid
10	Statement 10	0.557	0,218	Valid

Source: Research Results and Compiled, 2025

Based on the table above, it can be seen that the research indicators for the work productivity variable (Y) have a validity level that meets the criteria proposed in this study, namely all indicators have an R-count value > R-table (0.218). Therefore, all indicators can be used as research tools.

Reliability Test

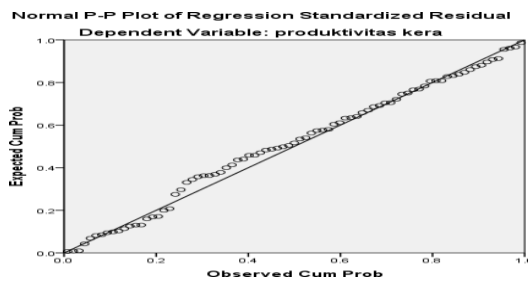
Table 5. Research Indicator Reliability Test

Variable	Cronbach Alpha	Description
Work life balance(X1)	0,809	Reliabel
Etos kerja(X2)	0,763	Reliabel
Human relation (X3)	0,744	Reliabel
Produktivitas kerja(Y)	0,622	Reliabel

Source: Research Results and Compiled, 2025

Normality Test

Figure 1. Normality Test Graph



Source: Research Results and Compiled, 2025

Multicollinearity Test

The multicollinearity test is used to determine whether the proposed regression model has found a strong correlation between independent variables. This is to detect whether the linear regression model experiences multicollinearity. Many studies mention that if the tolerance value is <0.10 or the VIF value is >10, it means that there is multicollinearity.

Table 6 Multikolinieritas Test

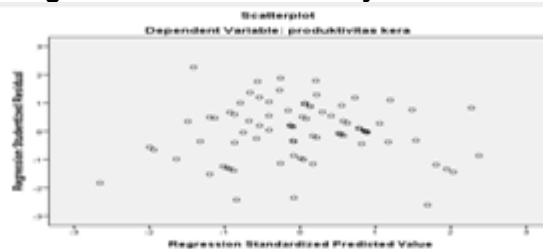
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.715	3.592		1.591	.116		
	work life balance	.184	.086	.223	2.139	.036	.481	2.080
	etos kerja	.398	.087	.456	4.596	.000	.533	1.877
	human relation	.306	.088	.277	3.481	.001	.830	1.205

a. Dependent Variable: produktivitas kerja

Source: Research Results and Compiled, 2025

From the results in the table above, it can be seen that the tolerance value is greater than 0.1 and the VIF value is less than 10. Therefore, it can be assumed that there is no multicollinearity between the independent variables.

Figure 2. Heteroscedasticity Test Results



Source: Research Results and Compiled, 2025

Multiple Regression Analysis

The analysis method used to analyse the data in this study was multiple linear regression. This analysis method was used to determine the effect of independent variables on the dependent variable. In this study, to determine the effect of independent variables, namely work-life balance (X1), work ethic (X2), human relations (X3) and work productivity (Y), a statistical test tool in the form of SPSS version 21.00 was used. The regression equation was used to facilitate reading and interpreting the results of this regression analysis. The results of the multiple linear regression test can be seen in the following table:

Table 7 Multiple Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.715	3.592		1.591	.116
	work life balance	.184	.086	.223	2.139	.036
	etos kerja	.398	.087	.456	4.596	.000
	human relation	.306	.088	.277	3.481	.001

a. Dependent Variable: produktivitas kerja

Discussion

The Effect of Work-Life Balance on Employee Productivity at the Seluma Regency Education and Culture Office

The results of the study indicate that the work-life balance variable has a positive effect on employee productivity at the Seluma Regency Education and Culture Office. This is evidenced by the statistical results of the regression test, which obtained a positive regression value of 0.184 and a significant value of $0.036 < 0.05$. Thus, this study successfully proved the first hypothesis that there is a significant effect between work-life balance and the work productivity of employees at the Education and Culture Office of Seluma Regency.

The work-life balance seen in employees of the Seluma Regency Education and Culture Office is maintaining a balance between personal affairs and work. Even though there is a lot of work at the office, personal life issues at home, such as educating children and providing for the family, are still carried out well by employees because they understand and separate personal affairs from work affairs.

The employees continue to carry out their work in accordance with the tasks assigned to them even though they have many personal problems to deal with. Employees try to forget their personal problems when they are at the office and complete all their tasks and responsibilities on time. By separating personal matters from work, employee performance can be improved.

The results of the study support Greenhaus et al.'s (2023:12) theory that work-life balance is the extent to which an individual is equally committed to their work and family and is equally satisfied with their role at work and their role in their family. This illustrates that a person can balance personal matters with work matters.

The Effect of Work Ethic on Employee Productivity at the Seluma Regency Education and Culture Office

Based on the research results, there is a significant influence between work ethic and employee productivity at the Education and Culture Office of Seluma Regency, as evidenced by a positive regression value of 0.398 and a significant value of $0.000 < 0.005$. This illustrates that as work ethic increases, employee productivity will also increase.

Employees with a high work ethic are evident in their hard work in achieving organisational goals and never feeling tired despite the large number of tasks assigned to them. They are responsible for all the work assigned to them by completing all tasks on time, complying with all applicable regulations and following all instructions from their superiors.

The work ethic of the employees of the Seluma Regency Education and Culture Office can improve performance because employees work diligently, are hardworking, and do not give up easily when encountering difficulties or problems at work. In addition, employees are honest in their work so that all tasks can be completed properly.

The results of the study show that there is a significant influence between work ethic and work productivity, which is in line with the opinion expressed by Sinamo (2020:65) that work ethic is a set of positive behaviours that are rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm.

The Influence of Human Relations on Employee Work Productivity at the Seluma Regency Education and Culture Office

The results of the study show that there is a significant influence between human relations and the work productivity of employees at the Seluma Regency Education and Culture Office because the regression value is positive at 0.306 and the significance value is $0.001 < 0.05$. This illustrates that as human relations improve, the work productivity of employees at the Seluma Regency Education and Culture Office will also increase.

Employees of the Seluma Regency Education and Culture Office have strong human relations, as seen in the good cooperation between employees at work. Employees help each other and also provide input and solutions when colleagues encounter problems at work.

CONCLUSION AND RECOMMENDATIONS

Conclusion

1. The results of the multiple regression test show a positive direction with the regression equation $Y = 5.715 + 0.184X_1 + 0.398 X_2 + 0.306X_3 + 3.592$
2. Variable X_1 (work-life balance) has a significant effect on Y (work productivity), as seen from the significance value of $0.036 < 0.05$. Therefore, it can be concluded that hypothesis 1 is accepted.

3. Variable X2 (work ethic) has a significant effect on Y (work productivity), as seen from the significance value of $0.000 < 0.05$. Therefore, it can be concluded that hypothesis 2 is accepted.
4. Variable X3 (human relations) has a significant effect on Y (work productivity). This can be seen from the significance value of $0.001 < 0.05$, so it can be concluded that hypothesis 3 is accepted.
5. The simultaneous test results reject H_0 and accept H_a . The independent variables, namely X1 (work-life balance), X2 (work ethic), and X3 (human relations), have a significant combined effect on work productivity (Y) because the significance value of 0.000 is less than 0.05.

Recommendations

1. It is recommended that employees at the Seluma Regency Education and Culture Office ensure that activities outside working hours do not interfere with their main duties at work.
2. It is recommended that employees at the Seluma Regency Education and Culture Office improve human relations, such as communication, mutual respect, and guidance and openness from leaders, in order to increase employee productivity.

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