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The Influence of Work-Life Balance, Work Environment, and Workload on Work Productivity

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ABSTRACT

Work productivity among village government officials is essential for ensuring effective public service delivery. However, maintaining productivity requires an appropriate balance between work and personal life, a supportive work environment, and manageable workloads. This study aimed to analyze the effects of work–life balance, work environment, and workload on the work productivity of village government officials in Kutoarjo District, Purworejo Regency, Indonesia. A quantitative survey design was employed, involving a population of 210 village government officials across 21 villages and six urban villages. A sample of 138 respondents was selected using purposive sampling, with the sample size determined based on Slovin's formula at a 5% margin of error. Primary data were collected through a five-point Likert-scale questionnaire and analyzed using multiple linear regression with Statistical Package for the Social Sciences (SPSS) version 25. The results indicated that the research instruments met the validity and reliability criteria. Work–life balance had a positive and significant effect on work productivity (regression coefficient = 0.233; p = 0.010). The work environment also had a positive and significant effect (regression coefficient = 0.184; p = 0.042), as did workload (regression coefficient = 0.193; p = 0.026). These findings suggest that work–life balance, a conducive work environment, and appropriately managed workloads are important factors associated with higher productivity among village government officials. This study provides practical insights for village governments in developing human resource management strategies that enhance employee productivity and strengthen the effectiveness of public service delivery.

1. Introduction

In an era of rapid digital transformation and increasing competition among organizations, human resources have evolved from being merely technical executors into essential pillars of organizational sustainability and competitive advantage. High-quality human resources are expected not only to perform operational tasks effectively and efficiently but also to drive change, foster innovation, adapt to technological developments, and respond to evolving environmental demands. An organization's ability to maintain its effectiveness and competitiveness depends substantially on its employees' capacity to improve work productivity while maintaining the quality of their output.

Village government officials play an important role in ensuring effective village governance and public service delivery. According to Minister of Home Affairs Regulation No. 83 of 2015 concerning the Appointment and Dismissal of Village Officials, as amended by Minister of Home Affairs Regulation No. 67 of 2017, village officials serve as staff members who assist village heads in policy formulation and coordination through the village secretariat, as well as in policy implementation through technical and territorial administrative units. In this context, work productivity is a critical determinant of organizational effectiveness because it reflects employees' ability to complete responsibilities efficiently and contribute to institutional objectives. Nurfitriani (2023, p. 55) defines productivity as a measure of productive efficiency that compares outputs, including goods and services, with inputs such as labor, materials, and money. Similarly, work productivity refers to an employee's ability to produce goods or services

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within a specified period while meeting established targets (Mahawati et al., 2021, p. 148). According to Dharma (as cited in Simbolon, 2020, p. 49), work productivity can be assessed through three indicators: quantity, quality, and timeliness.

One factor that may influence work productivity is work–life balance. Hudson (2005, p. 3) defines work–life balance as the level of satisfaction associated with an individual's multiple roles in life. Greenhaus and Beutell (as cited in Saputra & Masdupi, 2025, p. 3) describe work–life balance as an individual's ability to manage competing work and personal life demands harmoniously. A balanced relationship between these domains enables individuals to fulfill their professional and personal responsibilities effectively. Hudson (2005, p. 3) identifies three indicators of work–life balance: time balance, involvement balance, and satisfaction balance. Previous studies by Fadhli et al. (2024), Gibran et al. (2024), and Aulia et al. (2025) found that work–life balance had a positive and significant partial effect on work productivity. These findings suggest that employees' ability to balance professional responsibilities and personal life may contribute to improved productivity.

The work environment is another factor that may affect employee productivity. Budiasa (2021, p. 39) defines the work environment as everything surrounding employees while they perform their duties, whether physical or nonphysical and whether directly or indirectly related to their work. Similarly, Sedarmayanti (as cited in Simbolon, 2020, p. 31) describes the work environment as encompassing equipment, materials, surrounding conditions, work methods, and work arrangements for individuals or groups. According to Nitisemito (as cited in Budiasa, 2021, p. 43), the work environment can be assessed through the working atmosphere, relationships with coworkers, and the availability of work facilities. Previous research by Kusufa et al. (2023) and Mursalin et al. (2025) demonstrated that the work environment had a positive and significant effect on work productivity. A supportive working atmosphere, effective interpersonal relationships, and adequate facilities may therefore facilitate task completion and improve employee performance.

In addition to work–life balance and the work environment, workload is an important factor associated with work productivity. Koesoemowidjojo (2017, p. 21) defines workload as the process of determining the amount of working time required from human resources to complete specific tasks within a given period. Workload may also arise when the demands of a task exceed an employee's available capacity. The difference between the capacity required to complete a task and the capacity available to an employee reflects the level of task difficulty and workload (Budiasa, 2021, p. 30). Koesoemowidjojo (2017, p. 33) identifies three workload indicators: working conditions, utilization of working time, and the targets that must be achieved. Previous studies by Febriyanti et al. (2024) and Sukmanitri et al. (2024) found that workload had a positive and significant effect on work productivity. These findings indicate that the relationship between workload and productivity warrants examination within specific organizational contexts, particularly where employees must balance administrative responsibilities and public service demands.

Kutoarjo District is one of the 16 districts in Purworejo Regency, Indonesia. It comprises 21 villages and six urban villages, with a total of 210 village government officials. These officials occupy various structural positions, including village secretaries, heads of government affairs, heads of welfare affairs, heads of service affairs, and heads of administrative and general affairs, planning affairs, and financial affairs. Although the number of officials provides an organizational foundation for delivering public services, productivity depends not solely on workforce size but also on employees' ability to fulfill their responsibilities efficiently. Preliminary interviews conducted with several village government officials in Kutoarjo District revealed differences in their experiences of managing work responsibilities. Some officials reported challenges in balancing professional and personal commitments when community services and government programs required activities beyond regular working hours. They also emphasized the importance of effective coordination, positive working relationships, and adequate facilities. Furthermore, administrative duties, government programs, and public service responsibilities required them to manage their workloads carefully to meet established deadlines.

Although previous studies have examined the relationships between work–life balance, the work environment, workload, and work productivity, research has predominantly focused on companies,

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hospitals, and government institutions more broadly. Studies specifically examining village government officials remain relatively limited. This gap is important because village officials perform distinctive responsibilities that combine direct public service delivery with the implementation of village government programs. These characteristics may shape how work–life balance, working conditions, and workload relate to productivity in village governance. Therefore, empirical evidence is needed to clarify these relationships within the village government context.

Accordingly, this study aims to analyze the effects of work–life balance, the work environment, and workload on the work productivity of village government officials in Kutoarjo District, Purworejo Regency. By examining these three factors simultaneously, the study seeks to contribute context-specific evidence to the literature on human resource management and employee productivity in local government. Practically, the findings are expected to assist village governments in developing human resource management strategies that promote work–life balance, foster supportive working environments, and ensure appropriate workload allocation. The novelty of this study lies in its focus on village government officials as a distinct occupational group, providing empirical insights that may support improvements in productivity and the effectiveness of public service delivery at the village level.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

2.1.1. Work Productivity

Work productivity refers to employees' ability to produce goods or services efficiently within a specified period while achieving predetermined targets (Mahawati et al., 2021, p. 148). From an efficiency perspective, productivity represents the relationship between outputs, including goods and services, and inputs such as labor, materials, and financial resources (Nurfitriani, 2023, p. 55). In public administration, work productivity is particularly important because it reflects employees' contributions to organizational objectives and the effectiveness of public service delivery.

Work productivity can be assessed through three indicators: quantity, quality, and timeliness (Dharma, as cited in Simbolon, 2020, p. 49). These indicators are relevant to village government officials because their responsibilities involve completing administrative tasks, implementing government programs, and delivering services to the community. Accordingly, productivity in this study refers to the extent to which village government officials complete their responsibilities in terms of work volume, output quality, and adherence to deadlines.

2.1.2. Work–Life Balance

Work–life balance describes an individual's ability to manage professional responsibilities and personal life in a harmonious manner. Greenhaus and Beutell (as cited in Saputra & Masdupi, 2025, p. 3) emphasize the harmonious management of work and personal demands, while Hudson (2005, p. 3) relates work–life balance to satisfaction with multiple life roles. Soelistya (2023, p. 8) similarly explains that work–life balance involves maintaining an appropriate balance between occupational responsibilities and personal commitments.

Work–life balance is particularly relevant to village government officials, whose administrative duties and community service responsibilities may occasionally extend beyond regular working hours. When officials can allocate sufficient time, involvement, and attention to both professional and personal activities, they may be better positioned to maintain their concentration and fulfill their responsibilities. Hudson (2005, p. 3) identifies three indicators of work–life balance: time balance, involvement balance, and satisfaction balance. These dimensions provide a basis for examining how the management of competing life roles relates to work productivity.

2.1.3. Work Environment

The work environment encompasses the physical and nonphysical conditions surrounding employees and influencing how they perform their duties. Sedarmayanti (as cited in Simbolon, 2020, p. 31) describes it in terms of workplace equipment, materials, surrounding conditions, work methods, and work arrangements. Budiasa (2021, p. 37) also emphasizes that the work environment includes factors that directly or indirectly affect employees and their work.

A supportive work environment can facilitate coordination, improve working relationships, and provide the facilities required to complete tasks

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effectively. These conditions are particularly important for village government officials, whose responsibilities frequently require coordination among administrative units and interaction with community members. According to Nitisemito (as cited in Budiasa, 2021, p. 43), the work environment can be assessed through three indicators: the working atmosphere, relationships with coworkers, and the availability of work facilities. These indicators provide the conceptual basis for assessing the relationship between workplace conditions and employee productivity.

2.1.4. Workload

Workload refers to the volume and demands of tasks that employees must complete within a specified period. Koesoemowidjojo (2017, p. 22) defines workload in relation to the working time required to complete assigned tasks, while Mahawati et al. (2021, p. 4) describe it as the physical and mental demands imposed on employees as part of their responsibilities. Budiasa (2021, p. 30) further explains that workload reflects the discrepancy between the capacity required to perform a task and the capacity available to an employee.

The relationship between workload and productivity depends on how task demands correspond to employees' capacities and available resources. Excessive demands may impede concentration and timely task completion, whereas appropriately managed workloads may help employees maintain efficiency and meet organizational targets. For this study, workload is measured using three indicators proposed by Koesoemowidjojo (2017, p. 33): working conditions, utilization of working time, and the targets that must be achieved. These dimensions are used to examine how workload relates to the productivity of village government officials.

2.2. Review of Empirical Studies

Previous empirical studies have examined the relationships between work–life balance, the work environment, workload, and work productivity across different organizational settings.

Regarding work–life balance, Fadhli et al. (2024) found a positive and significant partial relationship between work–life balance and employee productivity at the Pekanbaru Mayor's Office. Gibran et al. (2024) reported a positive and significant effect of work–life balance on employee productivity at PT Pigeon Indonesia. Similarly, Aulia et al. (2025) found that work–life balance positively and significantly affected employee productivity at PD Forzak Garut. Collectively, these findings support the argument that the effective management of professional and personal responsibilities is associated with higher productivity.

Regarding the work environment, Fau and Buulolo (2023) found a positive effect of the work environment on employee productivity at the South Nias Regency Samsat Office. Kusufa et al. (2023) examined the work environment, performance appraisal, and work discipline in relation to productivity at Merjosari Urban Village Office in Malang City. Mursalin et al. (2025) also reported a positive and significant effect of the work environment on employee productivity at the Palembang City Investment and One-Stop Integrated Services Office. These findings highlight the relevance of workplace conditions to employee productivity in public institutions.

Regarding workload, Aulia et al. (2025) reported a positive effect of workload on employee productivity at PD Forzak Garut. Sukmanitri et al. (2024) found a positive and significant relationship between workload and employee productivity at CV Seraya Budaya Gianyar, Bali. Manoppo et al. (2021) also identified an effect of workload on employee productivity at PT Empat Saudara Manado, while Mahmudah et al. (2023) reported a positive and significant effect of workload on the productivity of medical employees at the Tanjungjaya Community Health Center.

The theoretical arguments concerning these relationships are also supported by studies addressing the mechanisms through which the variables may relate to productivity. Yahya and Laura (2021) explained that work–life balance can help employees separate professional and personal responsibilities, reduce work-related stress, and maintain their motivation. Mahawati et al. (2021, p. 130) associated a positive work environment with employee comfort and productivity, while Erap et al. (2024) emphasized the importance of workplace conditions that support employee comfort and effective task completion. Regarding workload, Mahawati et al. (2021, pp. 4, 52) discussed the consequences of excessive and insufficient workloads, while Ramadhani et al. (2026) and

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Risnaini and Wakhyuni (2025) highlighted the importance of managing workload and time effectively to maintain work quality, efficiency, and accuracy.

Although these studies provide evidence supporting the relationships among the variables, they examine different organizations and occupational groups. Their findings establish a basis for further investigation in village government, where officials combine administrative responsibilities, government program implementation, and direct community service.

2.3. Identification of the Research Gap

The reviewed literature indicates that work–life balance, the work environment, and workload are relevant factors in explaining work productivity. Nevertheless, the existing studies cited in this research predominantly examine employees in companies, health service institutions, and other government offices. Evidence focusing specifically on village government officials in Kutoarjo District, Purworejo Regency, remains limited within the literature reviewed for this study.

This contextual gap is important because village government officials operate in a distinctive administrative environment. Their responsibilities involve routine administrative work, coordination of government programs, and direct interaction with community members. These demands may create particular challenges in maintaining work–life balance, establishing supportive working conditions, and managing workloads within available time and resources.

Furthermore, the three independent variables have generally been examined in different organizational settings and combinations. Investigating them simultaneously provides an opportunity to assess their respective relationships with work productivity in a single village government context. Therefore, this study addresses the identified gap by examining the effects of work–life balance, the work environment, and workload on the productivity of village government officials in Kutoarjo District, Purworejo Regency. Its contribution lies in providing context-specific empirical evidence that can inform human resource management practices and the improvement of public service delivery at the village level.

2.4. Development of the Conceptual Framework

The conceptual framework integrates three independent variables—work–life balance (X1), work environment (X2), and workload (X3)—and one dependent variable, work productivity (Y). The framework is based on the synthesis of relevant theoretical perspectives and previous empirical findings, following the conceptual understanding of a research framework as a systematic synthesis of relationships among variables (Sugiyono, 2023, p. 96).

Work–life balance is expected to be positively associated with work productivity because the balanced management of professional and personal responsibilities can support employees' concentration and motivation (Yahya & Laura, 2021). The work environment is expected to be positively associated with productivity because a supportive working atmosphere, harmonious coworker relationships, and adequate facilities can facilitate effective task completion (Mahawati et al., 2021, p. 130; Erap et al. (2024)). Workload is also hypothesized to have a positive relationship with productivity when task demands are appropriately managed in accordance with employees' capacities and available working time (Mahawati et al., 2021, pp. 4, 52; Ramadhani et al. (2026); Risnaini & Wakhyuni, 2025). The conceptual relationships are presented as follows:

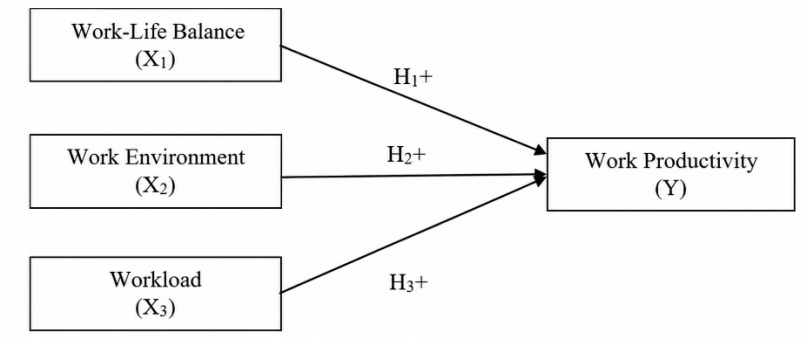


Fig. 1. Conceptual Framework

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2.5. Hypotheses or Research Propositions

2.5.1. The Effect of Work–Life Balance on Work Productivity

Work–life balance concerns employees' ability to fulfill professional responsibilities while maintaining sufficient time and energy for personal life (Saputra & Masdupi, 2025, p. 50). A balanced relationship between these domains can help employees manage work-related stress, maintain motivation, and direct their attention toward assigned responsibilities. Yahya and Laura (2021) emphasized that work–life balance enables employees to separate work and personal interests, potentially supporting greater productivity. Empirical findings from Gibran et al. (2024) and Aulia et al. (2025) also indicate positive and significant effects of work–life balance on work productivity. Based on these theoretical arguments and empirical findings, the first hypothesis is formulated as follows:

H1: Work–life balance has a positive and significant effect on work productivity.

2.5.2. The Effect of the Work Environment on Work Productivity

The work environment represents the conditions in which employees perform their daily activities (Simbolon, 2020, p. 31). A positive workplace can improve employee comfort and support productive work behavior (Mahawati et al., 2021, p. 130). Erap et al. (2024) also emphasized that a comfortable working environment can motivate employees to complete their responsibilities effectively. Empirical evidence from Kusufa et al. (2023) and Mursalin et al. (2025) supports a positive and significant relationship between the work environment and work productivity. Accordingly, the second hypothesis is formulated as follows:

H2: The work environment has a positive and significant effect on work productivity.

2.5.3. The Effect of Workload on Work Productivity

Workload represents the physical and mental demands associated with employees' assigned responsibilities (Mahawati et al., 2021, p. 4). Its relationship with productivity depends on whether the volume and timing of tasks are consistent with employees' capacities and available resources. Excessive workloads may hinder task completion, whereas appropriately managed workloads can support efficiency, work quality, and timely performance. Ramadhani et al. (2026) and Risnaini and Wakhyuni (2025) emphasized the importance of managing workload and working time to maintain work effectiveness. Previous studies by Sukmanitri et al. (2024), Manoppo et al. (2021), and Mahmudah et al. (2023) also reported positive relationships or effects of workload on productivity. Based on these arguments, the third hypothesis is formulated as follows:

H3: Workload has a positive and significant effect on work productivity.

3. Research Methods

3.1. Research Design

This study employed a quantitative research approach using a survey design to examine the effects of work–life balance, work environment, and workload on the work productivity of village government officials. A quantitative approach was selected because the study aimed to measure relationships between variables and test the proposed hypotheses statistically. Data were collected using a structured questionnaire. Sugiyono (2023, p. 199) explains that a questionnaire is a data collection technique involving written questions or statements answered by respondents. The collected data were analyzed using multiple linear regression to assess the individual effects of the independent variables on work productivity.

3.2. Research Context and Setting

The study was conducted in Kutoarjo District, Purworejo Regency, Indonesia, covering 21 villages and six urban villages. Data collection began in June 2026 and continued until the research data collection process was completed. This setting was selected because village government officials perform administrative duties, implement government programs, and provide services to the community, making work productivity an important aspect of local public administration.

3.3. Population and Sample / Research Participants

The study population consisted of 210 village government officials in Kutoarjo District. Sugiyono (2023, p. 126) defines a population as a generalization area comprising subjects or objects with specific

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characteristics determined by the researcher for examination and subsequent conclusions. The sample was determined using Slovin's formula with a 5% margin of error. According to Sugiyono (2023, p. 127), a sample represents a subset of the population, while purposive sampling involves selecting participants based on specific considerations (Sugiyono, 2023, p. 133).

The sample size was calculated as follows:

$$n = \frac{N}{1 + N\,(e)^2}$$

Where:
(n) = required sample size
(N) = population size
(e) = margin of error (0.05)

Substituting the population size and margin of error into the formula:

$$n = \frac{N}{1 + N\,(e)^2}$$

$$n = \frac{210}{1 + 210\,(0.05)^2}$$

$$n = \frac{210}{1{,}525}$$

$$n = 138$$

Accordingly, the study involved 138 village government officials selected through purposive sampling. The specific inclusion criteria for selecting respondents should be stated explicitly in the final manuscript if they were established and applied during data collection.

3.4. Data Sources and Data Collection

This study used primary data collected directly from respondents through a structured questionnaire. The questionnaire was distributed to the 138 selected participants and contained statements corresponding to the indicators of each research variable. Sugiyono (2023, p. 199) notes that questionnaires are an efficient data collection method when the variables to be measured and the information expected from respondents have been clearly established. The questionnaire was designed to obtain measurable responses concerning work–life balance, the work environment, workload, and work productivity.

3.3. Measurement of Variables and Research Instruments

The study examined three independent variables—work–life balance (X1), work environment (X2), and workload (X3)—and one dependent variable, work productivity (Y). Sugiyono (2023, pp. 67, 69) explains that research variables are characteristics or attributes examined to obtain information and draw conclusions, with independent variables serving as factors that influence dependent variables.

All variables were measured using indicators adapted from the theoretical sources identified in the original study. Responses were recorded on a five-point Likert scale, which measures respondents' attitudes, opinions, and perceptions through statements representing the indicators of each variable (Sugiyono, 2023, p. 146). The operational definitions and measurement indicators were as follows:

Table 1. Operational Definitions and Measurement Indicators

Variable	Operational definition	Measurement indicators	Source
Work productivity (Y)	Employees' ability to achieve work outputs efficiently in terms of quantity, quality, and timeliness.	Quantity; quality; timeliness	Dharma (as cited in Simbolon, 2020, p. 49)
Work–life balance (X1)	The level of satisfaction associated with balancing multiple roles in work and personal life.	Time balance; involvement balance; satisfaction balance	Hudson (2005, p. 3)
Work environment (X2)	Physical and nonphysical conditions surrounding employees that may influence their work.	Working atmosphere; relationships with coworkers; availability of work facilities	Nitisemito (as cited in Budiasa, 2021, p. 43)
Workload (X3)	The working time and task demands required to complete assigned responsibilities within a specified period.	Working conditions; utilization of working time; targets to be achieved	Koesoemowidjojo (2017, p. 33)

Source: Author processed

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The five response categories were strongly agree (5), agree (4), somewhat disagree (3), disagree (2), and strongly disagree (1). Higher scores represented stronger agreement with the statements measuring the respective variables.

3.6. Data Analysis Techniques

The data were analyzed using multiple linear regression with SPSS version 25 for Windows. Multiple linear regression was selected to examine the relationships between several independent variables and one dependent variable and to determine the direction and magnitude of their relationships (Ghozali, 2018, p. 96).

The regression model was specified as follows:

$$Y = a + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$$

Where:

Y = work productivity

α = constant

β1 = regression coefficient of work–life balance

β2 = regression coefficient of the work environment

β3 = regression coefficient of workload

X1 = work–life balance

X2 = work environment

X3 = workload

ε = error term

Individual hypothesis testing was conducted using significance tests to assess the effects of each independent variable on work productivity. Ghozali (2018, p. 98) explains that a significance test evaluates the extent to which an individual independent variable explains variation in the dependent variable. The significance level was set at 5% (α= 0.05). A *p*-value below 0.05 indicated a statistically significant relationship, whereas a *p*-value above 0.05 indicated that the relationship was not statistically significant. The sign of the regression coefficient was used to determine whether the estimated relationship was positive or negative.

3.7. Validity, Reliability, and Trustworthiness

The questionnaire was evaluated for validity and reliability using SPSS version 25 for Windows. Validity testing assessed whether the questionnaire items measured the intended constructs. Ghozali (2018, p. 51) defines validity in terms of a questionnaire's ability to measure the intended concept. Pearson product–moment correlation was used to examine the relationship between individual item scores and total scores, following the procedure described by Sugiyono (2023, p. 181). Items with a calculated correlation coefficient greater than 0.30 were classified as valid, whereas items with coefficients below 0.30 were classified as invalid.

Reliability testing assessed the internal consistency of the questionnaire. Ghozali (2018, p. 45) explains that reliability concerns the consistency or stability of responses to questionnaire items measuring a variable or construct. Internal consistency was evaluated using Cronbach's alpha. A coefficient greater than 0.70 was considered indicative of acceptable reliability, following Nunnally's criterion as cited in Ghozali (2018, p. 46).

3.8. Ethical Considerations

The original methodological description did not specify procedures for informed consent, confidentiality, data protection, or formal ethical approval. These details should be reported in the final manuscript based on the procedures actually implemented. The manuscript should not claim that ethical approval or specific consent procedures were obtained unless this can be verified.

3.9. Research Procedure

The research was conducted through a sequence of methodological stages. First, the research variables and their measurement indicators were established based on the theoretical framework. Second, a structured questionnaire was developed using the selected indicators and a five-point Likert scale. Third, the sample size was calculated based on a population of 210 village government officials, resulting in a target sample of 138 respondents, who were selected through purposive sampling. Fourth, primary data were collected by distributing the questionnaire to the selected respondents. Fifth, the questionnaire items were evaluated for validity and reliability using SPSS version 25. Finally, multiple linear regression and individual significance tests were conducted to examine the proposed hypotheses.

3.10. Methodological Limitations

The study employed a quantitative survey design and purposive sampling in a single district. Consequently, the findings primarily reflect the experiences of the participating village government officials and may not be generalizable to all village government officials in other geographical settings.

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In addition, the use of questionnaire-based primary data may be subject to response bias. The cross-sectional nature of the survey also limits the extent to which causal relationships can be established. These limitations should be considered when interpreting the findings and designing future research.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

The data were collected by distributing questionnaires to village government officials in Kutoarjo District, Purworejo Regency, Indonesia, from June 30 to July 14, 2026. A total of 138 questionnaires were distributed, and all were returned completely and considered suitable for analysis. As presented in Table 1, the response rate was 100%.

Table 2. Questionnaire Distribution Results

Description	Number
Questionnaires distributed	138
Questionnaires returned	138
Valid questionnaires analyzed	138
Response rate	100%

Source: Processed primary data, 2026.

The respondents were classified according to gender, age, educational attainment, and length of service. These characteristics provide an overview of the participants included in the analysis.

Table 3. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	110	79,71
	Female	28	20,29
	Total	**138**	**100**
Age	25–34 years	20	14,49
	35–44 years	30	21,74
	45–55 years	56	40,58
	Above 55 years	32	23,19
	Total	**138**	**100**
Educational attainment	Senior high school or equivalent	75	54,35
	Diploma	15	10,87
	Bachelor's degree	45	32,61
	Master's degree	3	2,17
	Total	**138**	**100**
Length of service	1–5 years	45	32,61
	6–10 years	47	34,06
	11–15 years	17	12,32
	Above 15 years	29	21,01
	Total	**138**	**100**

Source: Processed primary data, 2026.

As shown in Table 3, most respondents were male (79.71%). The largest age group was 45–55 years (40.58%). Regarding educational attainment, senior high school graduates or equivalent represented the largest proportion (54.35%). In terms of length of service, the largest group had worked for 6–10 years (34.06%).

4.1.2. Data Quality and Preliminary Analysis

Validity testing. Instrument validity was evaluated using the Pearson product–moment correlation method in SPSS version 25 for Windows.

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Ghozali (2018, p. 51) explains that validity concerns whether questionnaire items adequately measure the intended construct. The study applied a minimum correlation criterion of 0.30.

Table 4. Summary of Validity Test Results

Variable	Number of Items	*Pearson Correlation*	r-min	Result
Work productivity (Y)	Y1	0,781	0,3	Valid
	Y2	0,837		
	Y3	0,746		
	Y4	0,767		
	Y5	0,752		
	Y6	0,769		
Work–life balance (X1)	X1.1	0,700	0,3	Valid
	X1.2	0,790		
	X1.3	0,729		
	X1.4	0,767		
	X1.5	0,793		
	X1.6	0,803		
Work environment (X2)	X2.1	0,684	0,3	Valid
	X2.2	0,721		
	X2.3	0,797		
	X2.4	0,773		
	X2.5	0,681		
	X2.6	0,751		
Workload (X3)	X3.1	0,701	0,3	Valid
	X3.2	0,726		
	X3.3	0,737		
	X3.4	0,697		
	X3.5	0,642		
	X3.6	0,650		

Source: Processed primary data, 2026.

As reported in Table 4, all 24 questionnaire items had Pearson correlation coefficients above 0.30. Therefore, all items met the validity criterion established for the study.

Reliability testing. Reliability was assessed using Cronbach's alpha. According to Ghozali (2018, p. 45), reliability refers to the consistency or stability of responses to questionnaire items measuring a construct. The study adopted a minimum Cronbach's alpha threshold of 0.70.

Table 5. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha If item Deleted	Cronbach's Alpha	r-min
Work productivity (Y)	Y1	0,842	0,866	0,7
	Y2	0,827		
	Y3	0,851		
	Y4	0,843		
	Y5	0,851		
	Y6	0,844		
	X1.1	0,854	0,857	0,7

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Work–life balance (X1)	X1.2	0,824		
	X1.3	0,840		
	X1.4	0,831		
	X1.5	0,828		
	X1.6	0,825		
Work environment (X2)	X2.1	0,823	0,838	0,7
	X2.2	0,812		
	X2.3	0,793		
	X2.4	0,800		
	X2.5	0,824		
	X2.6	0,816		
Workload (X3)	X3.1	0,751	0,782	0,7
	X3.2	0,739		
	X3.3	0,732		
	X3.4	0,748		
	X3.5	0,761		
	X3.6	0,765		

Source: Processed primary data, 2026.

As presented in Table 5, Cronbach's alpha values ranged from 0.782 to 0.866, exceeding the minimum threshold of 0.70. These results indicate that all four research variables demonstrated acceptable internal consistency.

4.1.3. Main Analytical Results

Multiple linear regression was used to examine the effects of work–life balance, work environment, and workload on the work productivity of village government officials. The analysis was conducted using SPSS version 25 for Windows.

Table 6. Multiple Linear Regression Results

Independent Variable	Standardized Beta Coefficient	*p*-Value	Direction	Significance
Work–life balance (X1)	0.233	0.010	Positive	Significant
Work environment (X2)	0.184	0.042	Positive	Significant
Workload (X3)	0.193	0.026	Positive	Significant

Source: Processed primary data, 2026.

Table 6 shows that all three independent variables had positive regression coefficients and *p*-values below the 0.05 significance level. Work–life balance had the largest standardized coefficient (β = 0.233), followed by workload (β = 0.193) and work environment (β = 0.184).

Based on the reported standardized coefficients, the estimated relationship can be expressed as:

Here, the standardized form expresses the estimated relationships in standardized units. The intercept and unstandardized regression coefficients were not reported in the source results; therefore, an unstandardized regression equation cannot be reconstructed from the available information.

4.1.4. Hypothesis Testing Results and Key Findings

The hypotheses were evaluated using a significance threshold of 0.05. The findings for each hypothesis are presented in Table 7.

Table 7. Hypothesis Testing Results

Hypothesis	Proposed Relationship	Beta	*p*-Value	Decision
H1	Work–life balance → Work productivity	0.233	0.010	Supported

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H2	Work environment → Work productivity	0.184	0.042	Supported
H3	Workload → Work productivity	0.193	0.026	Supported

Source: Processed primary data, 2026.

The results indicate that H1 was supported because work–life balance had a positive coefficient and a *p*-value of 0.010. H2 was supported because the work environment had a positive coefficient and a *p*-value of 0.042. H3 was also supported because workload had a positive coefficient and a *p*-value of 0.026. Accordingly, all three proposed hypotheses were supported by the reported regression results.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

a. The Effect of Work–Life Balance on Work Productivity

The regression analysis showed that work–life balance had a positive and statistically significant relationship with work productivity (β = 0.233, *p* = 0.010). Thus, H1 was supported. Among the three predictors, work–life balance had the largest standardized coefficient in the reported model.

Soelistya (2023, p. 8) describes work–life balance as a balance between professional responsibilities and personal life, with both domains receiving appropriate attention. In the context of village government officials in Kutoarjo District, the positive relationship suggests that officials who experience a better balance between work and personal responsibilities tend to report higher work productivity. Adequate management of time, involvement, and satisfaction across these domains may help officials maintain their ability to complete administrative duties and provide public services.

This finding indicates that work–life balance is a relevant consideration in managing human resources within village government. Nevertheless, because the study used survey data and regression analysis, the result should be interpreted as a statistically significant positive relationship within the estimated model rather than definitive proof of causation.

b. The Effect of the Work Environment on Work Productivity

The work environment had a positive and statistically significant relationship with work productivity (β = 0.184, *p* = 0.042). Therefore, H2 was supported.

Sutrisno (as cited in Priatama, 2023, p. 38) describes the work environment as encompassing the facilities and infrastructure surrounding employees as they perform their duties. In village government offices, a supportive working atmosphere, harmonious relationships among officials, and adequate work facilities may facilitate communication, coordination, and task completion. These conditions are particularly relevant to administrative work and public service activities that require cooperation among officials.

The positive coefficient indicates that a more supportive work environment was associated with higher work productivity in the sample. This finding underscores the importance of workplace conditions in supporting the daily responsibilities of village government officials.

c. The Effect of Workload on Work Productivity

Workload had a positive and statistically significant relationship with work productivity (β = 0.193, *p* = 0.026). Accordingly, H3 was supported.

Mahawati et al. (2021, p. 4) define workload as the physical and mental volume of work assigned to employees as part of their responsibilities. In this study, the positive relationship suggests that workload, as measured by the research instrument, was positively associated with work productivity among village government officials. One possible interpretation is that clearly defined responsibilities and achievable work targets may encourage officials to organize their time and complete assigned tasks efficiently.

However, the positive coefficient does not establish that increasing workload will necessarily improve productivity. The result should instead be considered in relation to how workload was measured and the organizational context in which respondents performed their duties. Appropriate workload allocation and realistic targets remain important considerations for maintaining work quality and timely service delivery.

4.2.2. Comparison with Previous Studies

The findings are generally consistent with the previous studies cited in the original research.

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For work–life balance, the positive and significant relationship is consistent with Fadhli et al. (2024), who reported a positive and significant partial effect of work–life balance on employee productivity at the Pekanbaru Mayor's Office. It also aligns with Gibran et al. (2024), who found a positive and significant relationship among employees of PT Pigeon Indonesia, and Aulia et al. (2025), who reported a positive and significant effect among employees of PD Forzak Garut. The present study extends this pattern of findings to village government officials in Kutoarjo District.

For the work environment, the results are consistent with Fau and Buulolo (2023), who found a positive effect of the work environment on employee productivity at the South Nias Regency Samsat Office. They also align with Kusufa et al. (2023) and Mursalin et al. (2025), who reported positive findings concerning the relationship between the work environment and productivity in public-sector settings. The current findings provide additional evidence from village-level administration, where workplace conditions may influence coordination and public service activities.

For workload, the positive and significant relationship is consistent with Sukmanitri et al. (2024), who reported a positive and significant effect on employee productivity at CV Seraya Budaya Gianyar. It is also consistent with Manoppo et al. (2021), who found that workload affected productivity at PT Empat Saudara Manado, and Mahmudah et al. (2023), who reported a positive and significant effect among medical employees at the Tanjungjaya Community Health Center.

Overall, the findings show a similar direction of association to the previous studies discussed in the original research. The contribution of the present study is contextual rather than a claim that these relationships are entirely new: it examines the three predictors together among village government officials in Kutoarjo District.

4.2.3. Theoretical Contributions

This study contributes to the literature on human resource management by providing empirical evidence concerning the relationships between work–life balance, the work environment, workload, and work productivity in village government administration. First, the positive and significant relationship between work–life balance and productivity reinforces the relevance of balancing professional responsibilities and personal life when examining productivity among public-sector employees. Second, the work environment finding highlights the relevance of workplace conditions and organizational support in a village administration setting. Third, the workload finding contributes evidence that the relationship between workload and productivity should be examined within its specific measurement and organizational context.

Taken together, the results support the relevance of considering personal, environmental, and task-related factors simultaneously when studying work productivity. The study does not establish a new theoretical framework, but it provides context-specific evidence that may inform subsequent research into employee productivity in local government.

4.2.4. Practical and Policy Implications

The findings have several practical implications for village governments in Kutoarjo District. First, village officials should be encouraged to manage work schedules and personal responsibilities in a balanced manner. Supervisors can support this effort through clear work schedules, effective task coordination, and reasonable arrangements for duties that extend beyond regular working hours. Second, village governments should maintain a supportive work environment by providing adequate facilities and infrastructure, promoting constructive working relationships, and improving coordination among officials. These measures are consistent with the positive relationship observed between the work environment and productivity. Third, village heads should allocate tasks in accordance with officials' responsibilities and capabilities, organize working time effectively, and establish realistic, measurable work targets. Because the workload coefficient was positive, the findings support examining workload management as part of productivity improvement; they do not justify increasing employees' workload without considering capacity and well-being.

These implications are directly relevant to improving administrative efficiency and public service delivery at the village level.

4.2.5. Integration with the Research Gap

The literature review identified a relative lack

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of research focusing specifically on village government officials, compared with studies involving companies, health institutions, and other government offices. The present study addresses this contextual gap by examining 138 village government officials in Kutoarjo District.

The findings demonstrate that work–life balance, the work environment, and workload each had a positive and statistically significant relationship with work productivity in the estimated model. By examining the three variables together, the study provides context-specific evidence relevant to the management of village-level public services. Its contribution lies in extending the empirical context of previous productivity research rather than claiming that the relationships themselves have not previously been investigated.

4.2.6. Acknowledgment of Study Limitations

The findings should be interpreted in light of the study's scope. The respondents were drawn from village government officials in one district, limiting the extent to which the results can be generalized to other regions or types of public institutions. In addition, the questionnaire-based survey relied on respondents' reported perceptions, which may not fully capture objective differences in productivity or workload.

The regression results also do not establish causal relationships. Furthermore, the reported results do not include descriptive means and standard deviations, regression confidence intervals, or a comprehensive set of model diagnostics. These omissions limit the assessment of effect precision and overall model adequacy. Future studies should address these issues to strengthen the robustness and broader applicability of the findings.

5. Conclusion

5.1. Summary of Key Findings

This study examined the relationships between work–life balance, the work environment, workload, and work productivity among village government officials in Kutoarjo District, Purworejo Regency. Based on multiple linear regression analysis of 138 respondents, all three proposed hypotheses were supported. Work–life balance had a positive and significant relationship with work productivity ($\beta = 0.233$, $p = 0.010$). The work environment also had a positive and significant relationship ($\beta = 0.184$, $p = 0.042$), as did workload ($\beta = 0.193$, $p = 0.026$).

These findings indicate that personal work–life arrangements, workplace conditions, and workload management are relevant factors associated with the productivity of village government officials. Among the three predictors, work–life balance had the largest standardized coefficient in the reported model.

5.2. Theoretical Contributions

The study contributes context-specific empirical evidence to the literature on work productivity and human resource management in local government. By examining work–life balance, the work environment, and workload together, it demonstrates the relevance of considering personal, organizational, and task-related factors when investigating productivity among village government officials.

The findings extend the empirical context of previous research conducted in companies, health institutions, and other public offices. They provide a basis for further investigation of productivity determinants in village administration without claiming to establish a new theory or definitive causal relationships.

5.3. Practical and Policy Implications

Village governments in Kutoarjo District should consider the three identified factors when developing productivity improvement strategies. Officials can be encouraged to maintain a reasonable balance between work and personal life through effective time management and clear scheduling arrangements. Village governments should also provide adequate work facilities, foster positive working relationships, and strengthen coordination among officials.

In addition, village heads should align task assignments with employees' responsibilities and capabilities, manage working time effectively, and establish realistic and measurable targets. These measures may help support efficient task completion and improve the quality of public services.

5.4. Limitations of the Study

The findings are based on 138 questionnaire responses from village government officials in a single district. Consequently, their applicability to other local government settings may be limited. The

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use of self-reported data may also introduce response bias, while the regression analysis identifies statistical relationships rather than establishing causality. In addition, the available results do not provide sufficient information to evaluate all aspects of model fit and predictive performance.

5.5. Directions for Future Research

Future studies should examine village government officials in different districts or regions to determine whether the observed relationships remain consistent across administrative contexts. Researchers could also combine questionnaire data with objective indicators of productivity, such as task completion rates, service processing times, or administrative performance records.

Further research may investigate additional factors associated with productivity, including leadership, organizational support, employee motivation, and access to work resources. More comprehensive regression reporting, including model diagnostics and confidence intervals, would also help clarify the precision and robustness of the estimated relationships.

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