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THE EFFECT OF EMPLOYEE ENGAGEMENT, WORK-LIFE BALANCE, AND WORK STRESS ON THE PRODUCTIVITY OF TOYOTA AUTO 2000 PLJU PALEMBANG EMPLOYEES

Dinda Dwi Deninta[1]
Indo Global Mandiri University, Palembang City, Indonesia
dindadwidenintadfd@gmail.com

Endah Dewi Purnamasari[2]
Indo Global Mandiri University, Palembang City, Indonesia
endahdps@uigm.ac.id

Hamid Halin[3]
Indo Global Mandiri University, Palembang City, Indonesia
hamidhalin@uigm.ac.id

Abstract

Employee productivity is an important factor in supporting company performance. This study aimed to analyze the effects of employee engagement, work-life balance, and work stress on employee productivity at Toyota Auto 2000 Plaju Palembang. This study employed a quantitative approach using questionnaire-based data collection distributed to employees. The data were analyzed using multiple linear regression with the assistance of SPSS version 29. The results indicated that employee engagement and work-life balance had significant effects on employee productivity, while work stress did not have a significant effect. Simultaneously, employee engagement, work-life balance, and work stress influenced employee productivity. These findings indicate that improving employee engagement and maintaining work-life balance are essential to enhance employee productivity.

Keywords: Employee Engagement, Work-Life Balance, Work Stress, Employee Productivity

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INTRODUCTION

Human resources are strategic assets that play a dominant role in organizational success, as they function as planners, implementers, and determinants in achieving company goals (Nadeak & Manjorang, 2021). In the context of increasingly intense business competition, employee productivity is a key indicator of operational success, measured by the quality and quantity of work delivered in accordance with company standards. Therefore, understanding the factors that influence employee productivity is crucial, particularly in the automotive sector, which emphasizes sales targets and fast service.

Previous studies have identified several factors that influence employee productivity. Pramono (2020) found that both internal and external factors, including employee engagement, work-life balance, and job stress, play significant roles in work productivity. Employee engagement has been shown to foster enthusiasm, commitment, and responsibility toward work; engaged employees tend to be more productive, creative, and resilient in facing challenges (Hasanah & Budiani, 2019). Meanwhile, a good work-life balance has been shown to reduce stress levels and absenteeism while increasing job satisfaction (Febriana & Putranto, 2022). On the other hand, excessive work stress can disrupt emotional and physical balance, reduce motivation, and negatively affect psychological well-being and productivity (Sunyoto & Mulyono, 2025).

However, gaps remain in the existing literature. Sinuraya (2025) demonstrated that employee engagement and work-life balance positively influence employee performance in the service sector, but this study did not directly measure actual productivity as a tangible outcome. Mutiara et al. (2025) included a productivity variable but did not address work stress as a psychological factor influencing work engagement and balance. Studies by Supriatna and Tahalele (2025) showed that work stress significantly affects employee engagement and psychological well-being, yet no research has simultaneously examined these three variables in relation to employee productivity in the automotive sector.

This study aims to determine the partial and simultaneous effects of employee engagement, work-life balance, and work stress on employee productivity at Toyota Auto 2000 Plaju Palembang. The novelty of this research lies in integrating these three variables into a single research model focused on actual productivity in the automotive workplace, a topic that has received limited simultaneous investigation.

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This research was conducted from July to September 2024 at Toyota Auto 2000 Plaju Palembang, with a total employee population of 110. The study employed a quantitative method with a survey approach. Primary data were obtained through questionnaires distributed to respondents, while secondary data were collected from internal company documents. Data analysis was performed using multiple linear regression to examine the effects of the independent variables (employee engagement, work-life balance, and job stress) on the dependent variable (employee productivity), both partially and simultaneously.

LITERATURE REVIEW

Organizational Behavior Theory

Organizational behavior provides a conceptual foundation for understanding human resource dynamics in the workplace. Robbins (2009) defines organizational behavior as a field of study that examines the influence of individuals, groups, and organizational structures on behavior within organizations to improve organizational effectiveness. Similarly, Davis and Newstrom (1990) argue that organizational behavior encompasses fundamental concepts regarding the nature of humans and organizations, recognizing individuals as unique, motivated, and dignified. In the context of human resource management, understanding organizational behavior forms the basis for fostering constructive employee behavior that enhances individual performance effectiveness (Yuniarsih, 2017). Therefore, the examination of employee engagement, work-life balance, and job stress as factors influencing employee productivity is grounded in this organizational behavior perspective.

Employee Engagement

Employee engagement is defined as a psychological state in which employees are fully attentive to and emotionally connected with their work, feel capable of influencing outcomes, and experience a strong attachment to their organization (Ramadhani, 2023). This concept also reflects the role of human resource practices in maintaining employee involvement while buffering against work demands. Factors that drive employee engagement include adaptive and empathetic leadership, opportunities for career growth and development, organizational justice, competitive compensation, and a company culture that supports psychological safety (Kuntary, 2025; Sipayung, 2024; Wijayadi, 2025).
Employee engagement is commonly measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker, which consists of

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three dimensions. First, vigor refers to high levels of mental energy and resilience at work, where employees persist despite difficulties (Mutiara et al., 2025). Second, dedication reflects emotional involvement and a sense of significance in work, characterized by enthusiasm, pride, and inspiration (Imelia & Daniel, 2024). Third, absorption describes a state of full concentration and immersion in work, where time passes quickly and detachment from tasks becomes difficult (Erwina, 2020).

Work-Life Balance

Work-life balance (WLB) refers to an individual's perception of achieving satisfaction and success by balancing professional and personal life demands, characterized by minimal inter-role conflict (Muliawati, 2020). This concept goes beyond equal time allocation and emphasizes physical and psychological harmony, where energy spent at work is restored through personal life. In modern organizations, WLB increasingly highlights flexibility in working time and location to prevent burnout and role conflict, ultimately enhancing productivity (Rostini & Muhammad, 2025).

Factors influencing WLB are categorized into organizational and individual factors. Organizational factors include flexible work arrangements, supervisor and organizational support, workload management, and mentoring or counseling programs (Rostini & Muhammad, 2025; Setyawan & Perbanas, 2022; Wakman & Mariana, 2025; Yandi & Havidz, 2022). Individual factors include psychological well-being, resilience, and job satisfaction (Liana & Candra, 2025; Shafariah & Gofur, 2025; Ulhaq & Suratman, 2025). WLB is measured through three dimensions: time balance, involvement balance, and satisfaction balance (Muliawati, 2020; Saifullah, 2020).

Job Stress

Job stress is defined as feelings of pressure or mental tension related to work, arising from situations or events within the individual or the work environment (Mohyi, 2012). Waluyo (2013) adds that job stress originates from stressors that trigger physiological, psychological, and behavioral responses. Unmanaged stress can hinder individuals from interacting positively with their environment, both inside and outside the workplace.

Factors contributing to job stress include excessive workload and time pressure, role ambiguity and role conflict, poor working conditions, and lack of social support from supervisors and colleagues (Laurenza, 2021; Setiani & Novitasari, 2023; Sosial, 2023). Job stress is measured through three primary symptoms: physiological symptoms (e.g., increased blood pressure and physical fatigue), psychological symptoms (e.g., anxiety, depression, and job dissatisfaction), and

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behavioral symptoms (e.g., reduced productivity, absenteeism, and impatience) (Nurdiawati, 2018).

Employee Productivity

Employee productivity is a fundamental measure in human resource management that reflects the ratio between output (work results) and input (resources such as time and energy) used by employees (Baiti & Eny, 2020). High productivity indicates an employee's ability to optimize resources to achieve organizational goals effectively. Factors such as motivation, discipline, competence, and a supportive work environment significantly influence productivity improvement (Akhdania & Kurniasari, 2024; Anshari, 2019; Badawi, 2014; Prastiwi & Sanaba, 2024).

Employee productivity is measured through five indicators: quantity of output, quality of output, timeliness, efficiency in resource utilization, and employee capability and self-development (Anshari, 2019; Baiti & Eny, 2020; Kurniawan & Yani, 2025; Sinaga, 2020). Previous studies have confirmed the relationship between employee engagement, work-life balance, job stress, and productivity. Gibran & Abduh (2024) found that work-life balance positively affects productivity, while job stress negatively affects it. Sinuraya (2025) showed that employee engagement and work-life balance positively influence productivity, whereas Sunyoto & Mulyono (2025) demonstrated that job stress has a negative effect on employee productivity.

Framework and Hypotheses

Based on the theoretical review, this study integrates three independent variables: employee engagement (X_1), work-life balance (X_2), and work stress (X_3), with employee productivity (Y) as the dependent variable. This research was conducted at Toyota Auto 2000 Plaju Palembang.

The proposed hypotheses are:

- **H1:** Employee engagement influences employee productivity.
- **H2:** Work-life balance influences employee productivity.
- **H3:** Work stress influences employee productivity.
- **H4:** Employee engagement, work-life balance, and work stress simultaneously influence employee productivity.

RESEARCH METHOD

Based on the theoretical review above, this study integrates three independent variables employee engagement (X_1), work-life balance (X_2), and work stress (X_3) and one dependent variable, employee productivity (Y). The

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proposed hypotheses are: (H1) employee engagement influences employee productivity; (H2) work-life balance influences employee productivity; (H3) work stress influences employee productivity; and (H4) employee engagement, work-life balance, and work stress simultaneously influence employee productivity at Toyota Auto 2000 Plaju Palembang.

This study adopts a quantitative approach with a survey method, grounded in the philosophy of positivism, to examine a specific population through data collection using research instruments and statistical analysis (Sugiyono, 2018). The research design is causal, aiming to test the effects of three independent variables employee engagement (X_1), work-life balance (X_2), and work stress (X_3) on the dependent variable, employee productivity (Y).

The research was conducted at Toyota Auto 2000 Plaju Palembang, located at Jl. Jendral Ahmad Yani No. 5502, 10 Ulu, Seberang Ulu I District, Palembang City, South Sumatra. The study period lasted four months, beginning in October 2025. The population consisted of all 110 employees (Sugiyono, 2018). The sampling technique used was non-probability sampling with a purposive sampling method, in which samples were selected based on criteria aligned with the research objectives (Sugiyono, 2018). The criteria for respondents were: (1) permanent employees; (2) having worked for at least two years; and (3) directly involved in operational activities. Based on these criteria, 77 employees qualified as the research sample.

This study utilized two types of data. Quantitative data were obtained through questionnaires distributed directly to respondents. Qualitative data consisted of supporting information such as names and addresses of research subjects. The data sources included primary data from questionnaires and secondary data from internal company documents, such as employee records, organizational structure, and relevant literature (Sugiyono, 2018).

Data collection employed three methods: direct observation to obtain empirical data (Sugiyono, 2022), structured interviews to gain deeper insights into respondents' perspectives, and a questionnaire developed based on indicators for each variable using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

Data were processed using SPSS version 29. The analysis procedures were as follows. First, a validity test ensured that each questionnaire item measured the intended construct, with a significance level of ≤ 0.05 (Sugiyono, 2018). Second, a reliability test assessed the consistency of the instrument using Cronbach's Alpha, with a threshold of ≥ 0.60 (Sugiyono, 2018). Third, classical assumption tests were conducted, including: a normality test using a normal

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probability plot and the One-Sample Kolmogorov–Smirnov test (Asymp. Sig. > 0.05); a multicollinearity test with tolerance > 0.01 and VIF < 10 (Ghozali, 2018); and a heteroscedasticity test using a scatterplot, where no clear pattern indicates homoscedasticity (Ghozali, 2018).

Fourth, multiple linear regression analysis was applied using the equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

where Y represents employee productivity; a is the constant; β_1, β_2, and β_3 are regression coefficients for employee engagement, work-life balance, and work stress, respectively; and e is the error term. Fifth, a partial test (t-test) was conducted to determine the individual effect of each independent variable, with acceptance criteria of t-calculated > t-table or significance ≤ 0.05 (Sugiyono, 2018). Sixth, a simultaneous test (F-test) assessed the combined effects of the independent variables, with criteria of F-calculated ≥ F-table and significance ≤ 0.05 (Sugiyono, 2018). Seventh, the correlation coefficient (R) measured the strength of relationships using Pearson's Product Moment, and the coefficient of determination (R^2) assessed the model's explanatory power (Sugiyono, 2018).

Operationally, the variables were defined as follows. Employee engagement (X_1) refers to a condition in which employees are fully involved in their work, measured through vigor, dedication, and absorption (Ramadhani, 2023). Work-life balance (X_2) refers to an individual's perception of balance between professional and personal roles, measured through time balance, involvement balance, and satisfaction balance (Muliawati, 2020). Job stress (X_3) refers to feelings of pressure or mental tension related to work, measured through physiological, psychological, and behavioral symptoms (Mohyi, 2012). Employee productivity (Y) is measured through quantity and quality of output, timeliness, efficiency in resource use, and employee capability and self-development (Baiti & Eny, 2020). All variables were measured using an ordinal scale.

RESULTS AND DISCUSSION

Descriptive Statistical Test

Company Overview

Toyota Auto 2000 is the largest authorized Toyota dealer network in Indonesia that provides new car sales services, vehicle services, and genuine Toyota spare parts. Auto 2000 is here to make it easier for customers to buy and maintain Toyota cars, supported by certified technicians, authorized facilities, as well as attractive financing and promotional programs. With a focus on customer satisfaction, Auto 2000 reaches various cities in Indonesia, including Palembang,

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as a trusted partner in mobility. In general, the organizational structure of Toyota Auto 2000 Plaju Palembang is led by the Branch Manager as the highest position responsible for all operational activities, employee performance, and achievement of branch targets. Under him are ADH/HRD who oversees CRC, Admin, and IT; Supervisors who coordinate operational divisions; and the Workshop Division consisting of Coordinators, Mechanics, CarWash, Anti-Rust, Interior, and Cleaning; and the Frontliner Division consisting of Service Advisors, Sales, and Security.

Respondent Characteristics

Respondent characteristics are presented to provide a general overview of the employee profile of Toyota Auto 2000 Plaju Palembang, the research object. Respondent characteristics include position, gender, age, and highest education.

Table 1.
Respondent Characteristics Based on Position

No	Position	Number of people	Percentage (%)
1	Mechanic	41	53,2%
2	Admin	7	9,1%
3	Service Advisor	8	10,4%
4	Supervisor	3	3,9%
5	IT	1	1,3%
6	HRD	1	1,3%
7	CRC	1	1,3%
8	Sales	15	19,5%
	Total	**77**	**100%**

Source: IBM SPSS 29 Output Data. 2026.

Table 1 shows that of the 77 research respondents, the majority were mechanics, 41 people (53.2%), followed by Sales, 15 people (19.5%), Service Advisors, 8 people (10.4%), Admin, 7 people (9.1%), Supervisors, 3 people (3.9%), and IT, HRD, and CRC, 1 person each (1.3%).

Table 2.
Respondent Characteristics Based on Gender

No	Gender	Number of people	Percentage (%)
1	Male	68	88,3%
2	Female	9	11,7%
	Total	**77**	**100%**

Source: IBM SPSS 29 Output Data. 2026.

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Table 2 shows that the majority of respondents were male, 68 (88.3%), and 9 (11.7%) were female. The predominance of male respondents reflects the characteristics of the automotive industry, which is still generally dominated by a male workforce, particularly in mechanic and technician positions.

Table 3.
Respondent Characteristics Based on Age

No	Age	Number of people	Percentage (%)
1	17-27 Years	23	29,9%
2	28-38 Years	34	44,2%
3	39-49 Years	17	22,1%
4	>50 Years	3	3,9%
	Total	**77**	**100%**

Source: IBM SPSS 29 Output Data. 2026.

Table 3 shows that the majority of respondents (34 people) were aged 28-38, followed by 23 (29.9%) aged 17-27, 17 (22.1%) aged 39-49, and 3 (3.9%) aged over 50. This data indicates that the majority of employees are of productive age.

Table 4.
Respondent Characteristics Based on Last Education

No	Education	Number of people	Percentage (%)
1	High School/Senior High School	45	58,4%
2	Bachelor's Degree	24	31,2%
3	Master's Degree	1	1,3%
4	State College	-	-
5	Diploma	7	9,1%
6	Other	-	-
	Total	**77**	**100%**

Source: IBM SPSS 29 Output Data. 2026.

Table 4 shows that the majority of respondents (45 respondents) had a high school diploma (58.4%), followed by 24 (31.2%), 7 (9.1%), and 1 (1.3%). The high proportion of employees with a high school diploma is relevant to the dominance of mechanic positions, which prioritize technical skills.

Instrument Test Results

Validity Test

Validity testing was conducted using Pearson Product Moment correlation by comparing the calculated r-value of each statement item to the r-table value of

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0.224. A statement item is declared valid if the calculated r-value > r-table (Sugiyono., 2018).

Table 5.
Results of the Validity Test of the Employee Engagement Instrument (X_1)

Variables	Statement No.	r-count	r-table	Information
Employee Engagement (X_1)	1	0,631	0,224	Valid
	2	0,635	0,224	Valid
	3	0,589	0,224	Valid
	4	0,539	0,224	Valid
	5	0,462	0,224	Valid
	6	0,697	0,224	Valid
	7	0,646	0,224	Valid
	8	0,586	0,224	Valid
	9	0,449	0,224	Valid

Source: IBM SPSS 29 Output Data. 2026.

Table 5 shows that all statement items in the Employee Engagement variable (X_1) have calculated r-values ranging from 0.449 to 0.697, all of which are greater than the r-table of 0.224, so they are declared valid.

Table 6.
Results of the Validity Test of the Work-Life Balance Instrument (X_2)

Variables	Statement No.	r-count	r-table	Information
Work-Life Balance (X_2)	1	0,523	0,224	Valid
	2	0,777	0,224	Valid
	3	0,337	0,224	Valid
	4	0,489	0,224	Valid
	5	0,649	0,224	Valid
	6	0,724	0,224	Valid
	7	0,729	0,224	Valid
	8	0,772	0,224	Valid
	9	0,632	0,224	Valid

Source: IBM SPSS 29 Output Data. 2026.

Table 6 shows that all statement items in the Work-Life Balance (X_2) variable have r-calculation values ranging from 0.337 to 0.777, all of which are greater than the r-table of 0.224, so they are declared valid.

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Table 7.
Results of the Validity Test of the Work Stress Instrument (X_3)

Variables	Statement No.	r-count	r-table	Information
Job Stress (X_3)	1	0,605	0,224	Valid
	2	0,665	0,224	Valid
	3	0,721	0,224	Valid
	4	0,717	0,224	Valid
	5	0,640	0,224	Valid
	6	0,542	0,224	Valid
	7	0,523	0,224	Valid
	8	0,574	0,224	Valid
	9	0,591	0,224	Valid

Source: IBM SPSS 29 Output Data. 2026.

Table 7 shows that all statement items in the Work Stress variable (X_3) have calculated r-values ranging from 0.523 to 0.721, all of which are greater than the r-table of 0.224, so they are declared valid.

Table 8.
Results of the Validity Test of the Work Productivity Instrument (Y)

Variables	Statement No.	r-count	r-table	Information
Work Productivity (Y)	1	0,704	0,224	Valid
	2	0,573	0,224	Valid
	3	0,584	0,224	Valid
	4	0,493	0,224	Valid
	5	0,570	0,224	Valid
	6	0,758	0,224	Valid
	7	0,815	0,224	Valid
	8	0,685	0,224	Valid

Source: IBM SPSS 29 Output Data. 2026.

Table 8 shows that all statement items in the Work Productivity variable (Y) have calculated r-values ranging from 0.493 to 0.815, all of which are greater than the r-table of 0.224, so they are declared valid and suitable for use as a measuring tool.

Reliability Test

The reliability test was carried out using the Cronbach's Alpha value with the criteria that the instrument was declared reliable if the alpha value was ≥ 0.60 (Sugiyono., 2018).

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Table 9.
Results of Instrument Reliability Test

No	Variables	Cronbach's Alpha	Cut off Alpha	Decision
1	Employee Engagement (X_1)	0,734	0,60	Reliable
2	Work-Life Balance (X_2)	0,802	0,60	Reliable
3	Job Stress (X_3)	0,794	0,60	Reliable
4	Work Productivity (Y)	0,798	0,60	Reliable

Source: IBM SPSS 29 Output Data. 2026.

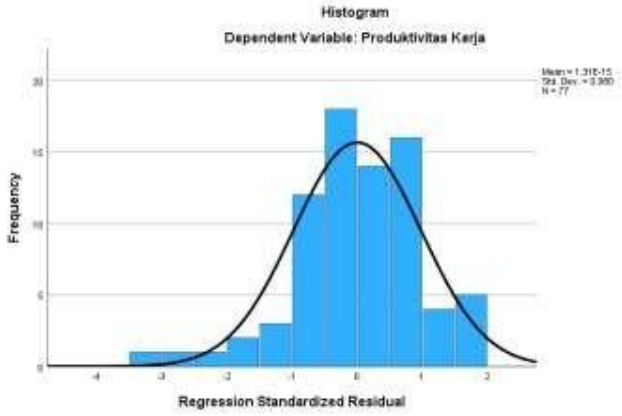
Table 9 shows that all variables have Cronbach's Alpha values above 0.60, indicating that all instruments have good internal consistency and are reliable. The higher the Cronbach's Alpha value, the higher the level of reliability (Ghozali, 2018).

Classical Assumption Test

Normality Test

Normality tests were performed using three approaches: histogram, Normal P-P Plot, and Kolmogorov-Smirnov statistical test.

Figure 1.
Results of the Residual Normality Histogram Test



Source: IBM SPSS 29 Output Data. 2026.

Based on Figure 1, the residual distribution pattern forms a symmetrical bell-shaped curve and follows the normal curve line, without excessive skewing to the left or right, indicating that the residuals are normally distributed.

Figure 2.
Results of the Normal P-P Plot Test

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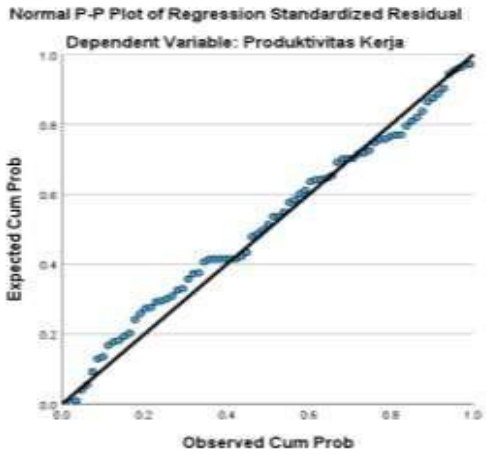

Source: IBM SPSS 29 Output Data. 2026.

Based on Figure 2, the residual data points are spread around the diagonal line and follow the direction of the line, indicating that the residual distribution is close to a normal distribution.

Table 10.
Results of the Kolmogorov-Smirnov Normality Test

Onei-Sample Kolmogorov-Smirnov Teist			
			Unstandardizeid Reisidual
N			77
Normal Parameiteirsa,b	Meian		.0000000
	Std. Deiviation		2.81950414
Most EIxtreimei Diffeireinceis	Absolutei		.074
	Positivei		.056
	Neigativei		-.074
Teist Statistic			.074
Asymp. Sig. (2-taileid)c			.200d
Montei Carlo Sig. (2-taileid)ei	Sig.		.357
	99% Confideincei Inteirval	Loweir Bound	.344
		Uppeir Bound	.369

Source: IBM SPSS 29 Output Data. 2026.

Table 10 shows a Kolmogorov-Smirnov significance value of 0.200 and a Monte Carlo Sig. of 0.357, both greater than 0.05. Thus, it can be concluded that

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the residual data is normally distributed and the assumption of normality is met (Ghozali, 2018).

Multicollinearity Test

Table 11.
Multicollinearity Test Results

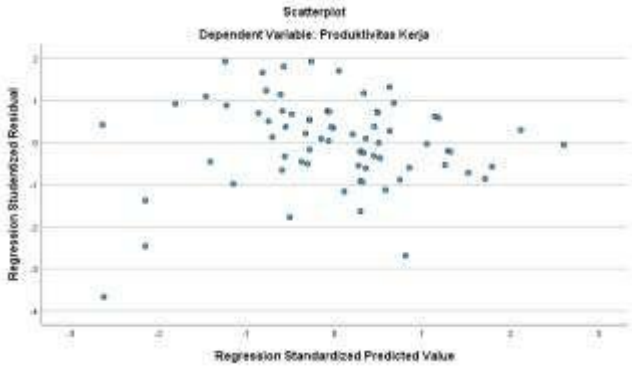
Variable	Tolerance	VIF	Description
Employee Engagement (X_1)	0,977	1,024	No multicollinearity occurs
Work-Life Balance (X_2)	0,894	1,119	No multicollinearity occurs
Job Stress (X_3)	0,913	1,095	No multicollinearity occurs

Source: IBM SPSS 29 Output Data. 2026.

Table 11 shows that all independent variables have tolerance values above 0.10 and VIF values below 10, indicating no signs of multicollinearity in the regression model. These results confirm that the parameter estimates are reliable and unbiased (Sugiyono., 2018).

Heteroscedasticity Test

Figure 3.
Scatterplot Heteroscedasticity Test Results



Source: IBM SPSS 29 Output Data. 2026.

Based on Figure 3, the points are randomly distributed, do not form a specific pattern such as a wave or cone, and are evenly distributed both above and below the horizontal axis (zero). This indicates that the residual variance is constant and there is no heteroscedasticity in the regression model (Ghozali, 2018).

Results of Multiple Linear Regression Analysis

Table 12.
Results of Multiple Linear Regression Analysis

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Variable	B	Std. Error	Beta	t	Sig.
(Constant)	8,819	4,503		1,959	0,054
Employee Engagement (X_1)	0,263	0,097	0,264	2,718	0,008
Work-Life Balance (X_2)	0,436	0,092	0,483	4,754	<0,001
Job Stress (X_3)	-0,045	0,072	-0,063	-0,624	0,535

Source: IBM SPSS 29 Output Data. 2026.

Based on Table 12, the multiple linear regression equation obtained is:

$$Y = 8,819 + 0,263X_1 + 0,436X_2 - 0,045X_3 + e$$

The constant of 8.819 indicates the value of work productivity when all independent variables are zero. The X_1 (Employee Engagement) coefficient of 0.263 means that every one unit increase in employee engagement will increase work productivity by 0.263 units with a sig. value = 0.008 < 0.05, so the effect is significant. The X_2 (Work-Life Balance) coefficient of 0.436 shows the most dominant positive influence on work productivity with a sig. value < 0.001, meaning it is significant. The X_3 (Job Stress) coefficient of -0.045 indicates a negative influence, but the sig. value = 0.535 > 0.05 indicates that this influence is not statistically significant.

Hypothesis Test Results

Partial t-Test

Table 13.
Partial t-Test Results

Variable	t count	Sig.	Description
Employee Engagement (X_1)	2,718	0,008	Significantly influential
Work-Life Balance (X_2)	4,754	<0,001	Significantly influential
Job Stress (X_3)	-0,624	0,535	No significantly influential

Source: IBM SPSS 29 Output Data. 2026.

Table 13 shows that Employee Engagement (X_1) obtained a t-value of 2.718 with a significance level of 0.008 <0.05, thus H_1 is accepted, and Employee Engagement has a positive and significant effect on Work Productivity. Work-Life Balance (X_2) obtained a t-value of 4.754 with a significance level of <0.001, thus H_2 is accepted, and Work-Life Balance has a positive and significant effect on Work Productivity. Job Stress (X_3) obtained a t-value of -0.624 with a significance level of 0.535 >0.05, thus H_3 is rejected, and Job Stress has a negative but insignificant effect on Work Productivity.

Simultaneous F-Test

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Table 14.
Results of the Simultaneous F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	292,713	3	97,571	11,789	<0,001
Residual	604,170	73	8,276		
Total	896,883	76			

Source: IBM SPSS 29 Output Data. 2026.

Table 14 shows a significance value of <0.001, which is smaller than 0.05. This means that Employee Engagement, Work-Life Balance, and Job Stress together have a significant effect on Work Productivity, so H_4 is accepted.

Correlation and Determination Coefficient Test

Table 15.
Correlation and Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,571	0,326	0,299	2,877

Source: IBM SPSS 29 Output Data. 2026.

Table 15 shows a correlation coefficient (R) value of 0.571 which is in the fairly strong category, with a positive direction which means that an increase in Employee Engagement and Work-Life Balance tends to be followed by an increase in Work Productivity. The coefficient of determination (R^2) value of 0.326 indicates that 32.6% of the variation in Work Productivity can be explained by the three independent variables, while the remaining 67.4% is influenced by other factors such as intrinsic motivation, leadership, reward systems, training, and organizational culture. In social research, an R^2 value above 0.30 is considered quite good because it shows a significant contribution from the independent variables to the dependent variable (Sugiyono., 2018).

Table 1.
Descriptive Analysis Results

Variables	SS (%)	S (%)	CS (%)	TS (%)	STS (%)
Tax Awareness	35.89%	39.03%	20.18%	3.48%	1.42%
Tax Penalties	28.56%	39.58%	24.27%	5.64%	1.95%
Tax Literacy	29.86%	44.76%	22.55%	1.75%	1.08%
Tax Compliance	42.86%	40.98%	14.95%	0.45%	0.76%

Source: Data Processed (2025)

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Based on the table above, it can be seen that:

1. Regarding the tax awareness variable, 35.89% of respondents strongly agreed with the questionnaire, 39.03% agreed, and 20.18% somewhat agreed. Meanwhile, 3.48% disagreed and 1.42% strongly disagreed.
2. On the tax penalty variable28.56% of respondents strongly agreed with the questionnaire, 39.58% agreed, and 24.27% somewhat agreed. 5.64% disagreed, and 1.95% strongly disagreed.
3. Regarding tax literacy, 29.86% of respondents strongly agreed with the questionnaire, 44.76% agreed, and 22.55% somewhat agreed. Meanwhile, 1.75% disagreed and 1.08% strongly disagreed.
4. Regarding tax compliance, 42.86% of respondents strongly agreed with the questionnaire, 40.98% agreed, and 14.95% somewhat agreed. Meanwhile, 0.45% disagreed and 0.76% strongly disagreed.

Classical Assumption Test

Normality Test

The results of the normality test in this study can be seen in the following image:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		140
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	3.67827663
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.051
Kolmogorov-Smirnov Z		1.072
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.

b. Calculated from data.

Figure 1.
One-Sample Kolmogorov–Smirnov Test
Source: Data Processed (2025)

Based on the graph above, it can be seen that the test value obtained is an Asymp. Sig. (2-tailed) of 0.200, which means that the data used in this study is normally distributed so that it can meet the requirements for analysis.

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Heteroscedasticity Test

The results of the multicollinearity test can be seen in the following table:

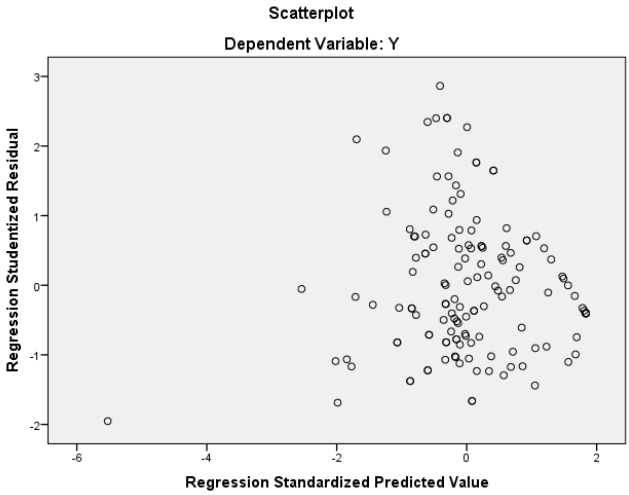

Figure 2.

Heteroscedasticity Test Results

Source: Data Processed (2025)

Based on the image above, it can be concluded that the points are spread above and below the number 0 on the Y axis and do not form a pattern, so that in this study there is no heteroscedasticity.

Autocorrelation Test

The results of the autocorrelation test using Durbin-Watson (DW) can be seen as follows:

Figure 3.
Durbin-Watson Statistics

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.823[a]	.677	.670	3.719	2.134

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Data Processed (2025)

Based on the data in table 4.10 above, the DW (Durbin-Watson) value is 2.134. Based on the calculation above, it is known that the Durbin-Watson value of 2.134 is between the du value of 1.7678 and the 4 - dU value of 2.2322, so it can be concluded that in this study, there is no autocorrelation.

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Multicollinearity Test

The results of the multicollinearity test in this study can be seen in the following table:

Table 2.
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Tax Awareness	0.463	2,158
Tax Penalties	0.460	2,173
Tax Literacy	0.410	2,438

Source: Data Processed (2025)

Based on the results of the multicollinearity test in the table above,It is known that all variables have a tolerance value greater than 0.10 and a VIF (Variance Inflation Factor) value less than 10, so it can be concluded that multicollinearity does not occur in this study.

Multiple Linear Regression

Table 3.
Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	7,526	2,436	
Tax Awareness	0.386	0.099	0.279
Tax Penalties	0.068	0.063	0.078
Tax Literacy	0.529	0.07	0.542

Source: Data Processed (2025)

Based on the data in the table above, the regression equation is as follows:

$Y = 7.526 + 0.386X1 + 0.068X2 + 0.529X3 + e$

From the results of the equation above, it can be explained as follows:

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a. The constant value (a) is 7.526, meaning that if it is a variabletax awareness(X1), tax sanctions (X2), and tax literacy (X3), the value is 0, so tax compliance (Y) is 7.526.
b. The value of the variable regression coefficient tax awareness(X1), of 0.386, indicates that every one-unit increase in tax awareness(X1) will encourage an increase in tax compliance (Y) by 0.386.
c. The regression coefficient value of the tax sanction variable (X2) is 0.068, indicating that every increase or addition of one unit of tax sanction (X2) will increase the tax compliance value (Y) of 0.068.
d. Coefficient The regression of the tax literacy variable (X3) is 0.529, meaning that every increase or addition of one unit of tax literacy (X3) will increase the tax compliance value (Y) by 0.529.

The results of the study show that the regression coefficient value of 0.529 is greater than 0.386 and 0.068, so tax literacy is the variable that has the dominant influence on tax compliance.

Hypothesis Testing

t-test

The results of the t-test by comparing the t-table with the calculated t-table can be seen in the following table:

Table 4.

Model	t	Sig.	Conclusion
Tax Awareness	3,899	0,000	Influential
Tax Penalties	1,088	0.279	No effect
Tax Literacy	7,124	0,000	Influential

Source: Processed Data (2025)

Based on the results of the t-test in the table abovecan be concluded:

1. In the tax awareness variable (X1), the sig. value is 0.000 < 0.05, so H0 is rejected and H1 is accepted, which means that the tax awareness variable (X1) has an effect on the tax compliance variable (Y).
2. In the tax sanction variable (X2), the sig. value is 0.279 > 0.05, so H1 is rejected and H0 is accepted, which means that the tax sanction variable (X2) has no effect on the tax compliance variable (Y).
3. In the tax literacy variable (X3), the sig. value is 0.000 < 0.05, so H0 is rejected and H1 is accepted, which means that the tax literacy variable (X3) has an effect on the tax compliance variable (Y).

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F test

The results of the F test by comparing the calculated F with the F table and P value can be seen in the following table:

Table 5.

ANOVA (Analysis of Variance) F test table

Model	F	Sig.
Regression	94,877	0,000

Based on the table above, the significance level is 0.000 < 0.05. From these results, it can be stated that the hypothesis H0 is rejected and H1 is accepted. This means that the variables of tax awareness (X1), tax sanctions (X2), and tax literacy (X3) jointly or simultaneously influence the variable of tax compliance (Y).

The table shows that the calculated F in the regression is 1.72 < 3.14 with a P value of 0.133 > 0.05. Because the calculated F < F table and the P value > 0.05, the results of the study indicate that the five independent variables in the regression model do not have a significant influence on the cash ownership variable simultaneously.

Discussion

The Effect of Employee Engagement on Work Productivity

The t-test results indicate that employee engagement has a positive and significant effect on work productivity, with a significance value of 0.008 (< 0.05). This means that higher employee engagement is associated with higher work productivity. This finding supports Santosa's (2012) view that employee engagement enhances morale, loyalty, and motivation to produce optimal output. It is also consistent with the studies of Sinuraya (2025) and Hutapea (2025), which found that employee engagement significantly affects both performance and productivity. Employees who feel emotionally connected to their organization demonstrate greater enthusiasm and dedication, in line with Ramadhani's (2023) theory that employee engagement is a crucial psychological factor in maintaining resilience and work drive.

The Effect of Work-Life Balance on Work Productivity

The work-life balance variable shows a positive and highly significant effect on work productivity, with a significance value of < 0.001. The more balanced employees' professional and personal lives are, the greater their contribution to productivity. This finding aligns with Muliawati's (2020) theory that achieving balance between work and personal life reduces stress, increases job satisfaction, and positively affects work performance. In the context of Toyota Auto 2000 Plaju Palembang, this balance is particularly important due to

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the high work pressure typical of the automotive sector. Therefore, work flexibility and organizational support are essential strategies for maintaining productivity, as also emphasized by Hutapea (2025) and Setyawan et al. (2022).

The Effect of Job Stress on Work Productivity

The t-test results show that job stress does not have a significant effect on work productivity, with a significance value of 0.535 (> 0.05). Although the regression coefficient is negative (-0.045), indicating that job stress tends to reduce productivity, the effect is not statistically significant. This finding is consistent with Laurenza (2021), who concluded that job stress does not always significantly affect productivity when organizations provide a supportive work environment and strong social support systems. This is further supported by Sunyoto et al. (2025), who noted that the negative impact of job stress can be minimized when employees experience psychological safety, open communication, and empathetic leadership.

The Simultaneous Effect of Employee Engagement, Work-Life Balance, and Job Stress on Work Productivity

The F-test results demonstrate that employee engagement, work-life balance, and job stress simultaneously have a significant effect on work productivity, with a significance value of < 0.001. The coefficient of determination (R^2) of 0.326 indicates that these three variables explain 32.6% of the variation in work productivity. According to Ghozali (2018) and Sugiyono (2018), an R^2 value above 0.30 in social research reflects a reasonably good model. This finding is also consistent with Sunyoto and Mulyono (2025), who stated that psychological factors such as engagement, balance, and stress collectively influence employee productivity.

Synthesis of the Topic

Based on the analysis and discussion, several conclusions can be drawn. First, the objective of examining the effect of employee engagement on productivity at Toyota Auto 2000 Plaju Palembang has been achieved. Employee engagement has a positive and significant effect on productivity. Therefore, the company should strengthen engagement programs through inspirational leadership, career development opportunities, and a fair and consistent reward system.

Second, the objective of analyzing the effect of work-life balance on productivity has also been achieved. Work-life balance is the most dominant variable influencing productivity. The company is therefore advised to implement work flexibility policies, manage workloads proportionally, and provide mentoring and counseling programs to maintain balance.

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Third, the objective of examining the effect of job stress on productivity did not fully support the initial hypothesis. Although job stress shows a negative direction, its effect is not significant. This suggests that the current work environment has adequate buffering mechanisms. However, management should continue to monitor stress levels regularly to prevent potential negative impacts.

Fourth, the objective of examining the simultaneous effect of the three variables on productivity has been achieved. Together, employee engagement, work-life balance, and job stress significantly influence productivity, contributing 32.6% to its variation. This confirms that effective productivity improvement strategies in the automotive workplace must be holistic, integrating engagement enhancement, balance maintenance, and stress management into a unified human resource management policy.

CONCLUSION

Based on the data analysis, it was concluded that employee engagement has a positive and significant effect on employee productivity at Toyota Auto 2000 Plaju Palembang, with a t-value of 2.718 and a significance level of 0.008. Work-life balance was shown to have a positive and significant effect, with a t-value of 4.754 and a significance level of <0.001, and was the most dominant variable influencing work productivity. Job stress did not significantly affect work productivity, with a t-value of -0.624 and a significance level of 0.535, although the direction of the effect was negative. Simultaneously, all three variables were shown to significantly influence work productivity, with an F-value of 11.789 and a significance level of <0.001, contributing 32.6% to the variation in employee productivity.

Based on these conclusions, the management of Toyota Auto 2000 Plaju Palembang is advised to prioritize work-life balance policies through proportional workload management, effective work hour management, and the provision of mentoring and counseling programs for employees. Companies also need to maintain and continuously improve employee engagement through recognition of work performance, training and competency development, and effective communication between management and employees. Even if job stress doesn't significantly impact performance, management still needs to create a conducive work environment and conduct regular evaluations of employee psychological well-being as a preventative measure to maintain optimal and sustainable work productivity.

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