The Influence of Work Life Balance, Job Embeddedness, and Organizational Culture on Performance with Work Productivity as An Intervening Variable of Employees at Andi Publisher in Yogyakarta

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Abstract

The objective of this research is to examine the impact of work-life balance, job embeddedness, and organizational culture on performance through the lens of work productivity. The study employs a quantitative research methodology, utilizing a sample of 110 employees from the Publishing, Marketing, Production, Human Resources, and Finance Departments at Andi Publisher in Yogyakarta. Data collection was conducted through a questionnaire distributed directly to respondents, employing a simple random sampling technique. Data analysis was performed using SmartPLS version 4.0. The findings indicate that work-life balance has a positive effect on performance, while job embeddedness and organizational culture do not significantly influence performance. Additionally, work-life balance positively affects work productivity, and job embeddedness also has a positive impact on work productivity, whereas organizational culture does not. Furthermore, work productivity is positively correlated with performance. Notably, work productivity serves as a mediator for the relationship between work-life balance and performance, as well as between job embeddedness and performance, while it does not mediate the relationship between organizational culture and performance.

Keywords: *Work-Life Balance, Job Embeddedness, Organizational Culture, Work Productivity*

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INTRODUCTION

The performance of human resources is a fundamental element in the operation of an organization and represents a critical effort undertaken by the organization to achieve its objectives. Several factors can influence employee performance, including an individual's ability to effectively complete their job tasks and the motivation that drives them to fulfill their responsibilities towards the organization. Additionally, employee performance can be enhanced by enthusiasm that fosters innovative ideas aimed at meeting the targets set by the organization or company (Zhenjing et al., 2022). In this context, employees are obligated to complete their work in accordance with the guidelines and directions provided by managers, as well as their competencies, which are essential for developing logical reasoning within the workplace as classified by company leaders. Employee performance serves as a manifestation of employee development and the application of procedures established by managers or organizational leaders (Qalati et al., 2022).

In the context of current global developments, creativity has become increasingly essential for fostering innovation. Through creative endeavors, a diverse array of new products can be generated, with the creative industry representing a category of enterprises dedicated to the production of creative outputs (Koch et al., 2023). One notable subsector of the creativity-based industry in Indonesia is the publishing and printing of books. This sector encompasses various creative activities related to content writing and the publication of books, journals, newspapers, magazines, tabloids, and digital content, as well as news agency operations and news gathering. Publishers can be either private enterprises or institutions that produce printed materials or reading materials of various types for distribution to the public. Furthermore, the creation of a publication necessitates collaboration between publishers and printing companies. Thus, the publishing and printing of books involves individuals or organizations that engage in the publication of books and other works.

Penerbit Andi, established in 1980, is a prominent company engaged in the publishing and printing of books in Yogyakarta. The publisher primarily focuses on the release of general literature across a diverse array of genres, including computer science, information technology, economics, management, accounting, mathematics, natural sciences, engineering, tourism, and related fields. Each year, Andi Publisher produces a wide variety of books, and within its publishing process, the company sets specific production targets for each period. Achieving these goals necessitates the effective performance of its employees to ensure optimal output, thereby meeting the desired production targets set by the organization.

Badrianto & Ekhsan (2021) conducted a study examining the impact of work-life balance on employee performance, with organizational commitment serving as a mediating factor at PT YAUP Cikarang. The findings indicated that all three variables significantly influenced both employee performance and organizational commitment. Additionally, Mardiani & Widiyanto (2021) explored the effects of work-life Balance, work environment, and compensation on employee performance at PT Gunanusa Eramandiri. Their research revealed that these three variables had a significant impact on employee performance. Furthermore, Lintong et al. (2023) investigated the relationship between work discipline and work-life balance on work productivity at Sintesa Peninsula Hotel Manado, concluding that both variables significantly affected work productivity.

Researchers have observed that none of the three studies examined the impact of organizational culture and job embeddedness on work productivity. These two variables are crucial as they significantly influence both work productivity and employee performance. This observation highlights a research gap that the current study aims to address. The study will investigate three independent variables: work-life balance, job embeddedness, and organizational culture. The researchers intend to explore how these three variables affect employee performance, with work productivity serving as an intervening variable.

Work-Life Balance

Pratiwi (2021) stated that work-life balance is characterized by an individual's sense of satisfaction and engagement with their roles in both professional and familial contexts simultaneously. This balance involves the individual's ability to manage and allocate responsibilities between work and family life, thereby preventing conflicts

that may arise between these two domains. Achieving this equilibrium is essential for fostering increased motivation, productivity, and loyalty towards one's current employment (Maghfyra & Larassati, 2024).

Job Embeddedness

Job embeddedness can be characterized as a network that encourages individuals to maintain their employment within an organization, which is further divided into the organization itself and the surrounding community (Attamimi et al., 2022). This concept of job embeddedness is associated with several key aspects. Firstly, it pertains to the relationships an individual has with others, including their team and group dynamics. Secondly, it involves the individual's perception of their fit within their job, the organization, and the community. Lastly, it relates to the sacrifices employees are willing to make, including the extent and significance of those sacrifices should they choose to leave their positions.

Organizational Culture

Habudin (2020) stated that organizational culture serves as a fundamental identity and distinguishing characteristic within both profit and non-profit entities, effectively differentiating one organization or company from another. It can be defined as a framework of values, norms, beliefs, attitudes, and assumptions that, while often unspoken, significantly influence the behavior of individuals within the organization as they engage in various tasks and activities.

Employee's Performance

(Safitri, 2022) explained that performance refers to the activities undertaken by employees in executing their tasks and the outcomes derived from such efforts, encompassing both the nature of the work performed and the methods employed. It can also be characterized as the results achieved by an individual in fulfilling assigned responsibilities, which are influenced by their skills, experience, and commitment, and are evaluated based on criteria such as quantity, quality, and timeliness (Meha et al., 2024). Furthermore, Eliyana et al. (2019) posits that performance is related to the behaviors exhibited by employees rather than the outputs produced within an organization. The performance outcomes attained by employees can be assessed by establishing benchmarks based on specific evaluation standards set by the organization, which is crucial for monitoring employee performance over time. This assessment allows for an understanding of both the quality and quantity of outputs and outcomes for each employee. Performance, as the result of individual efforts, is aligned with the roles or responsibilities assigned to individuals within a company over a defined period, and is measured against the organization's established value or standards during that timeframe (Korhonen et al., 2023).

Work Productivity

Work productivity is defined as a process through which human resources generate outputs in a productive manner, reflecting the relationship between inputs and outputs while emphasizing more efficient performance actions (Tri Wahyuni et al., 2023). Handoyo et al. (2023) further elaborates that the general formulation of productivity encompasses the comparison between the achieved results (outputs) and the total resources utilized (inputs). Labor productivity is a crucial factor, as it significantly influences a company's success in achieving its objectives. Consequently,

productivity must be an integral component in formulating business strategies that encompass production, marketing, finance, and other areas. By enhancing labor productivity, there will be an indirect positive effect on employee job satisfaction, as well as an increase in motivation among workers to improve their performance (Hapsara et al., 2024).

Based on the explanation provided above, the researcher formulates the research problem as follows:

1. Do work-life balance, job embeddedness, and organizational culture influence performance and work productivity of employees at Penerbit Andi Yogyakarta?

2. Is work productivity able to mediate the influence of work-life balance, job embeddedness, and organizational culture that affect the performance of employee at Penerbit Andi Yogyakarta?

METHODOLOGY

The research conducted in this study employs a quantitative methodology, focusing on the empirical, objective, measurable, and systematic examination of both primary and secondary data. The primary aim is to test existing hypotheses and to explore the relationships between independent variables, specifically work-life balance (X1), job embeddedness (X2), and organizational culture (X3), and the dependent variable, performance (Y), with work productivity (Z) serving as an intervening variable. The population for this study consists of 300 employees working at Penerbit Andi in Yogyakarta. To gather data, the researcher utilized probability sampling, specifically employing simple random sampling, which resulted in a sample of 110 respondents.

In this study, the author collected data through direct interviews at the research site. The questionnaire employed in this research is categorized as a structured questionnaire, which consists of several questions designed to elicit various pieces of information necessary for the study. The measurement scale utilized in this research is the Likert scale, featuring questions with five response options available for respondents to select while completing the questionnaire. The data analysis technique applied in this research is Partial Least Square (PLS). The study incorporates an Outer Model, which is assessed for both validity and reliability. Additionally, the research employs R-Square tests, Goodness of Fit assessments, and P-Value evaluations. Hypothesis testing is conducted by examining the probability values and t-statistics. The path coefficient scores or inner model are indicated by t-table values exceeding 1.98 for two-tailed hypotheses at a 5% alpha level.

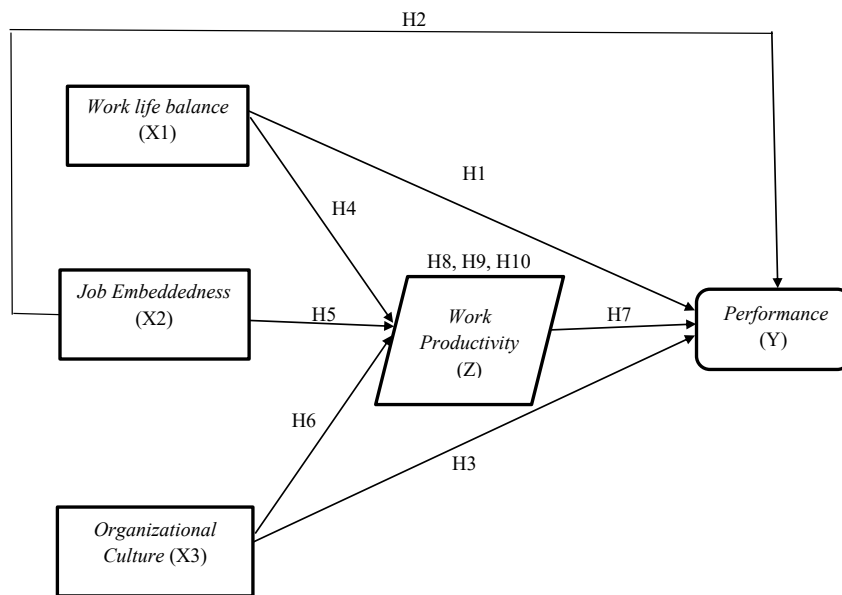In this study, an analysis framework can be developed as follows.

Figure 1. Analysis Framework

RESULT AND DISCUSSION
Validity Test

Table 1
Outer Loading

Variable	Indicator	*Outer Loading*	Description
Work Life Balance (X1)	X1.1	**0.804**	*Valid*
	X1.2	**0.851**	*Valid*
	X1.3	**0.778**	*Valid*
Job Embeddedness (X2)	X2.1	**0.856**	*Valid*
	X2.2	**0.891**	*Valid*
	X2.3	**0.874**	*Valid*
Organizational Culture (X3)	X3.1	**0.715**	*Valid*
	X3.2	**0.808**	*Valid*
	X3.3	**0.810**	*Valid*
	X3.4	**0.717**	*Valid*
	X3.5	**0.778**	*Valid*
	X3.6	**0.797**	*Valid*
	X3.7	**0.730**	*Valid*

Variable	Indicator	*Outer Loading*	Description
	X3.8	**0.745**	*Valid*
Performance (Y)	Y.1	**0.842**	*Valid*
	Y.2	**0.852**	*Valid*
	Y.3	**0.798**	*Valid*
	Y.4	**0.855**	*Valid*
	Y.5	**0.858**	*Valid*
Work Productivity (Z)	Z.1	**0.763**	*Valid*
	Z.2	**0.843**	*Valid*
	Z.3	**0.829**	*Valid*
	Z.4	**0.833**	*Valid*
	Z.5	**0.831**	*Valid*
	Z.6	**0.857**	*Valid*

Source: Output from *Smart PLS 4.0* (2024)

Based on the information presented in Table 1 above, it can be stated that the outer loading values are considered valid, as they exceed the threshold of 0.70.

Table 2
Cross Loading Factor

	Work Life Balance	Job Embeddedness	Organizational Culture	Performance	Work Productivity
X1.1	**0.804**	0.084	0.026	0.447	0.199
X1.2	**0.851**	0.205	0.122	0.461	0.407
X1.3	**0.778**	0.205	0.055	0.381	0.357
X2.1	0.190	**0.856**	0.162	0.204	0.366
X2.2	0.232	**0.891**	0.244	0.320	0.364
X2.3	0.116	**0.874**	0.145	0.263	0.339

	Work Life Balance	Job Embeddedness	Organizational Culture	Performance	Work Productivity
X3.1	0.060	0.059	**0.715**	-0.065	0.005
X3.2	0.099	0.238	**0.808**	-0.031	0.103
X3.3	0.053	0.198	**0.810**	-0.040	0.134
X3.4	0.147	0.055	**0.717**	0.073	0.129
X3.5	0.064	0.173	**0.778**	-0.085	0.023
X3.6	0.100	0.202	**0.797**	-0.039	0.123
X3.7	0.036	0.127	**0.730**	-0.126	0.041
X3.8	-0.021	0.145	**0.745**	-0.092	0.045
Y.1	0.432	0.173	-0.109	**0.842**	0.587
Y.2	0.422	0.340	-0.001	**0.852**	0.566
Y.3	0.432	0.179	-0.152	**0.798**	0.543
Y.4	0.473	0.335	0.038	**0.855**	0.625
Y.5	0.465	0.250	-0.047	**0.858**	0.702
Z.1	0.282	0.287	0.075	0.515	**0.763**
Z.2	0.437	0.302	0.158	0.600	**0.843**
Z.3	0.279	0.436	0.038	0.612	**0.829**
Z.4	0.370	0.324	0.054	0.584	**0.833**
Z.5	0.329	0.294	0.184	0.585	**0.831**
Z.6	0.308	0.369	0.063	0.675	**0.857**

Source: Output from *Smart PLS 4.0* (2024)

The results of the data test conducted on 110 respondents, as presented in Table 2, indicate that the Cross Loading Factor values for each indicator within the respective variables exceed those of other Cross Loading Factor values. Consequently, it can be concluded that the assessment involving 110 respondents in this study demonstrates a strong Discriminant Validity, thereby making it suitable for further research and analysis.

Reliability Test

Table 3
Composite Reliability

Variable	Composite Reliability	Criteria	Description
Work Life Balance	0.852	> 0,70	Reliable
Job Embeddedness	0.906	> 0,70	Reliable
Organizational Culture	0.918	> 0,70	Reliable
Performance	0.924	> 0,70	Reliable
Work Productivity	0.928	> 0,70	Reliable

Source: Output from *Smart PLS 4.0* (2024)

According to Table 3, it can be observed that all variables exhibit a Composite Reliability value exceeding 0.70. Consequently, it can be concluded that each variable is deemed reliable.

Table 4
Cronbach's Alpha

Variable	Cronbach's Alpha	Criteria	Description
Work Life Balance	0.742	> 0,70	Reliable
Job Embeddedness	0.845	> 0,70	Reliable
Organizational Culture	0.900	> 0,70	Reliable
Performance	0.897	> 0,70	Reliable
Work Productivity	0.907	> 0,70	Reliable

Source: Output from *Smart PLS 4.0* (2024)

Based on Table 4, it can be observed that all variables exhibit a Cronbach's Alpha value greater than 0.70. Therefore, it can be concluded that each variable is considered reliable.

R-Square

Tabel 5
R-Square

Variable	R-Square	R-Square Adjusted

Performance (Y)	0.616	0.601
Work Productivity (Z)	0.274	0.253

Source: Output from *Smart PLS 4.0* (2024)

Based on the data presented in Table 5, the analysis of R2 concerning 110 respondents indicates that the performance variable is influenced by work-life balance, job embeddedness, and organizational culture to the extent of 61.6%. The remaining 38.4% is attributed to other variables not included in the research model. The impact of work-life balance, job embeddedness, and organizational culture on performance is quantified at 0.616, which falls within the moderate category. Furthermore, the work productivity variable is affected by work-life balance, job embeddedness, and organizational culture by 27.4%, with the remaining 72.6% influenced by other variables outside the scope of the study. The effect of these three variables on work productivity is measured at 0.274, categorizing it as weak.

Goodness of Fit

Table 6
Goodness of Fit

	Saturated model	Estimated model
SRMR	0.068	0.068
d_ULS	1.515	1.515
d_G	0.696	0.696
Chi-square	402.777	402.777
NFI	0.773	0.773

Source: Output from *Smart PLS 4.0* (2024)

Based on the information presented in Table 6, it is evident that the SRMR value of 0.068 is considered acceptable, as it falls below the thresholds of 0.08 and 0.10. The d_ULS and d_G values are not applicable in this context since the confidence intervals were not established using the Bootstrapping procedure (normal), thus rendering them unsuitable for normality testing. Furthermore, the chi-square statistic is not a reliable measure for assessing the overall model fit due to its sensitivity to sample size. In contrast, the NFI value of 0.773, which is less than the ideal threshold of 0.9, indicates that the model does not meet the fit criteria, as a good NFI value should range from 0 to 1, with values closer to 1 indicating better fit. However, according to Duryadi (2021:63), an NFI value greater than 0.67 can be considered fit (strong). Therefore, it can be concluded that the NFI value in this study is acceptable, given that 0.773 exceeds 0.67.

P-Value

The P-value serves as a measure to assess the likelihood of accepting or rejecting the null hypothesis (H0), functioning as a threshold that distinguishes statistically significant results from those that are not. This value can be calculated using Smart

PLS 4.0 through the bootstrapping technique. The conventional standard for determining significance is set at a P-value of less than 0.05, corresponding to a significance level of 5%.

Hypothesis Test

Table 7
Results of Bootstrapping Calculations

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Description
WLB -> P	0.495	0.468	0.115	4.290	0.000	Accepted
JE -> P	0.234	0.229	0.135	1.738	0.082	Rejected
OC -> P	-0.157	-0.154	0.146	1.079	0.281	Rejected
WLB -> WP	0.334	0.307	0.139	2.398	0.017	Accepted
JE -> WP	0.336	0.330	0.154	2.178	0.029	Accepted
OC -> WP	0.014	0.014	0.147	0.092	0.926	Rejected
WP -> P	0.612	0.604	0.097	6.293	0.000	Accepted

Source: Output from *Smart PLS 4.0* (2024)

Table 8
Results of Indirect Influence Measurement.

	Original sample (O)	Sample mean (M)	Standart deviation (STDEV)	T statistics (|O/STDEV|)	P values	Description
WLB -> WP -> P	0.205	0.189	0.098	2.078	0.038	Accepted
JE -> WP -> P	0.206	0.200	0.097	2.114	0.035	Accepted
OC -> WP -> P	0.008	0.008	0.087	0.095	0.924	Rejected

Source: Output from *Smart PLS 4.0* (2024)

Based on the results of the hypothesis testing presented in Tables 7 and 8, it can be determined that the relationships among the various variables are as follows:

H1. Work life balance has a positive influence toward performance

According to Table 7, the t-statistic value for the work-life balance variable in relation to performance is 4.290, which exceeds the critical value of 1.98 (t-table), and the p-value is 0.000, indicating it is less than 0.05. The original sample value of 0.495 suggests a positive influence of the work-life balance variable on performance. Consequently, the hypothesis H1 in this study is accepted. This finding indicates that the work-life balance variable, along with its indicators, positively affects the performance variable and its respective indicators.

H2. Job embeddedness has no influence toward performance

Based on Table 7, the t-statistic value for the job embeddedness variable in relation to performance is 1.738, which is less than 1.98 (the critical t-value), and the p-value is 0.082, exceeding the 0.05 threshold. The original sample value is 0.234, indicating that the influence of job embeddedness on performance is negative. Consequently, hypothesis H2 in this study is rejected. This suggests that the job embeddedness variable, along with its indicators, does not significantly affect performance, as measured by its indicators.

H3. Organizational culture has no influence toward performance

According to Table 7, the t-statistic value for the variable of organizational culture in relation to performance is 1.079, which is less than the critical value of 1.98 (t-table), and the p-value is 0.281, exceeding the significance level of 0.05. The original sample value of -0.157 indicates that the influence of organizational culture on performance is negative. Consequently, hypothesis H3 in this study is rejected. This finding suggests that the variable of organizational culture, along with its indicators, does not have a significant impact on performance, as measured by its respective indicators.

H4. Work life balance has a positive influence toward productivity

According to Table 7, the t-statistic value for the work-life balance variable in relation to work productivity is 2.398, which exceeds the critical value of 1.98 (from the t-table), and the p-value is 0.017, indicating it is less than 0.05. The original sample value of 0.334 suggests a positive influence of the work-life balance variable on work productivity. Therefore, the hypothesis H4 in this study is accepted. This indicates that the work-life balance variable, along with its indicators, positively impacts the work productivity variable and its respective indicators.

H5. Job embeddedness has a positive influence toward work productivity

According to Table 7, the t-statistic value for the job embeddedness variable in relation to work productivity is 2.178, which is greater than the critical value of 1.98 (t-table), and the p-value is 0.029, which is less than 0.05. The original sample value of 0.336 indicates a positive influence of job embeddedness on work productivity.

Therefore, the hypothesis H5 in this study is accepted. This suggests that in this research, the job embeddedness variable, along with its indicators, positively impacts the work productivity variable and its indicators.

H6. Organizational culture has no influence toward work productivity

According to Table 7, the t-statistic value for the variable of organizational culture in relation to work productivity stands at 0.092, which is less than the critical t-value of 1.98, while the p-value of 0.926 exceeds the threshold of 0.05. The original sample value of 0.014 indicates a negative influence of organizational culture on work productivity. Consequently, the hypothesis H6 in this study is rejected. This finding reveals that the indicators of organizational culture do not significantly impact the indicators of work productivity within the context of this research.

H7. Work productivity has a positive influence toward performance

According to Table 7, the t-statistic value for the variable work productivity in relation to performance is 6.293, which is greater than 1.98 (the critical t-value), and the p-value is 0.000, which is less than 0.05. The original sample value is 0.612, indicating that the influence of work productivity on performance is positive. Therefore, the hypothesis H7 in this study is accepted. This suggests that in this research, the variable work productivity, along with its indicators, positively affects the variable performance and its indicators.

H8. Work productivity is able to mediate the influence of work life balance toward performance

According to Table 8, the t-statistic value for the work-life balance variable in relation to performance through work productivity is 2.078, which exceeds the critical value of 1.98 (t-table), and the p-value is 0.038, falling below the significance threshold of 0.05. The original sample value stands at 0.205, indicating a positive influence of work-life balance, along with its indicators, on performance, also measured through its indicators, via work productivity and its respective indicators. Therefore, the hypothesis H8 in this study is accepted.

H9. Work productivity is able to mediate the influence of job embeddedness to performance

According to Table 8, the t-statistic value for the job embeddedness variable in relation to performance through work productivity is 2.114, which exceeds the critical value of 1.98 (t-table), and the p-value is 0.035, falling below the significance threshold of 0.05. The original sample value stands at 0.206, indicating a positive influence of job embeddedness, along with its indicators, on performance, also measured through its indicators via work productivity. Therefore, the hypothesis H9 in this study is accepted.

H10. Work Productivity does not mediate the influence of organizational culture to performance

According to Table 8, the t-statistic value for the variable of organizational culture in relation to performance through work productivity is 0.095, which is less than the critical value of 1.98 (t-table), and the p-value is 0.924, exceeding the threshold

of 0.05. The original sample value stands at 0.008, indicating that in this study, the variable of organizational culture, along with its indicators, does not significantly impact performance, which is also assessed through its indicators via work productivity. Consequently, the hypothesis H10 in this research is rejected.

CONCLUSION

Based on the findings and discussions presented, this study draws several conclusions. Work-life balance exerts a positive influence on both the performance and work productivity of employees at Penerbit Andi Yogyakarta. Conversely, while job embeddedness does not significantly affect performance, it does positively impact the work productivity of employees at the same publishing house. Additionally, organizational culture shows no significant effect on either performance or work productivity among employees at Penerbit Andi Yogyakarta. Furthermore, work productivity is positively correlated with employee performance at this organization. It is also noted that work productivity serves as a mediator for the effects of work-life balance and job embeddedness on employee performance at Penerbit Andi Yogyakarta; however, it does not mediate the influence of organizational culture on employee performance within the same context.

This study presents certain limitations, notably the absence of a defined duration of employment for the employees who participated as respondents. Future research could benefit from more precise criteria for selecting respondents, particularly concerning psychological aspects, which were not addressed in this investigation. Additionally, the study faced constraints in conducting interviews with the 110 respondents involved.

This research aims to provide valuable insights for the management of printing businesses, emphasizing the importance of addressing the work-life balance of employees to enhance their performance and productivity. Furthermore, the study seeks to highlight the necessity for companies to recognize and appreciate the concept of job embeddedness among their workforce, as this recognition can significantly contribute to improving employee productivity.

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