

Effect of Human Capital, Work Engagement, Work-Life Balance on Work Productivity through Work Discipline in PT Widodo Makmur Unggas Indonesia

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DOI: [10.36348/sb.2022.v08i08.001](https://doi.org/10.36348/sb.2022.v08i08.001)

| Received: 24.06.2022 | Accepted: 04.08.2022 | Published: 11.08.2022

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Abstract

This study was aimed to analyze how human capital, work engagement, and work-life balance affect work productivity as mediated by work discipline. This study used a quantitative method on 178 respondents from PT Widodo Unggas employees. Data analysis using the SEM-PLS technique with a path analysis approach and the correlation test. According to the findings of this study, human capital and work-life balance have an impact on employee work discipline, while work engagement has no impact on work discipline. Productivity is affected by human capital, work engagement, and work-life balance. This research also confirmed that work discipline also has an impact on productivity.

Keywords: Human capital, Work engagement, Work-life balance, Work-discipline, Productivity.

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INTRODUCTION

Human capital is a crucial factor in a company's competitiveness (Razak *et al.*, 2018). In a competitive strategy, Human resources has advantages over other production factors, including specialized talents, the ability to compete and entrepreneurialism, and the potential to generate distinctive quality, service, and production capabilities in response to changing business needs (Kasmawati, 2017). To achieve organizational goals, Yanti & Sanica (2021) state that companies must have personnel who actively complete tasks and comply with company policies.

Human research policies, such as talent management (Hughes & Rog, 2008) and HR management practices (Chambel & Farina, 2015), are related to work engagement (Lee *et al.*, 2020; Chambel *et al.*, 2016; Zhong *et al.*, 2016). Employees who are highly engaged will speak positively about their work and company, be willing to stay with the organization, and put in extra effort to achieve their work (Jaharuddin & Zainol, 2019). The engagement of employees at work is closely related to their family responsibilities. This supports the statement that engagement can be predicted by family capital (Thompson *et al.*, 2015) and family support (Tement, 2014).

A person who can achieve a balance between work, family, and other roles in his life, meaning that they are in a work-life balance condition (Soomro *et al.*, 2018). It is important for companies to ensure that their employees have good work engagement and work-life balance, as both contribute to the company's sustainable success (Jaharuddin & Zainol, 2019).

A lack of work-life balance negatively impacts health, well-being, and performance (Shaffer *et al.*, 2016). Moreover, employee performance has a substantial impact on company productivity (Ladianto, 2018). Employee work productivity reflects the company's overall productivity, which can be characterized by the work discipline of its employees (Saragih, 2019). The company's target cannot be achieved without a highly disciplined workforce. However, managing personnel is a highly complex process, as it involves addressing variances in thinking, mood, status, and background. Consequently, employees are considered an asset that cannot be totally controlled and regulated like other company assets (Prastyo, 2020).

The spread of the COVID-19 pandemic has been declared as a national and international emergency (Susilo *et al.*, 2020). The Indonesian government

quickly responded to this issue by encouraging work-from-home as one of the national policies. However, not all industrial sectors enforce this policy, as it relates to the provision of public services and the urgency of the services provided to the public. Among them is PT. Widodo Makmur Unggas, which is a company engaged in animal husbandry or food supply sector. PT. Widodo Makmur Unggas must sustain the productivity of its employees despite the pandemic so that the company's output is maximized, and the community's food needs are met.

As to the epidemic, businesses must continuously adapt their policies to current situations. Companies must focus on human resource-related issues to maximize productivity even under challenging conditions. For this reason, it is important to conduct this research to determine the elements that affect employee productivity and workplace discipline. Thus, it is expected, it will maximize the PT Widodo Makmur Unggas output, thereby supporting the company as well as supporting the government in food security aspect. In addition, this research can contribute to knowledge, particularly about human capital, work involvement, work-life balance, work discipline, and work productivity, so that it can be used as a reference for further research.

LITERATURE REVIEW

Human Capital

Human capital is essential to the success of the company's goals and to the increase of the value invested by stakeholders (Prosojo *et al.*, 2017). Assa & Suwondo (2018) define human capital as a collection of an individual or group's characteristics, knowledge, skills, talents, abilities, thoughts, experiences, wisdom, training, and judgments. Human resources policies pertain to employee selection, intensive training, internal mobility, job security, explicit job descriptions, results-focused evaluations, incentive awards, and engagement (Zhong *et al.*, 2016). Human capital measurement is based on four key elements (Assa & Suwondo, 2018):

- 1) Human capital is the link between human resource practices and business strategy.
- 2) Human capital is a valuable asset, but the fact that people can move around may make it harder for an organization to put policies into action.
- 3) Human capital is a paradoxical asset because it is hard to measure things about people like mobility, adaptability, and employee dedication.
- 4) Human capital is evaluated based on context. The process and acquired information become more significant than the measurement of acts.
- 5) Internal reporting is prioritized over external reporting.

Human capital is the main capital to run the company's business. Employees with high motivation will be more disciplined at work (Aurellia, 2021), allowing them to work effectively and achieve company goals. Work discipline is directly tied to employee performance because the success of an organization and the achievement of its objectives depend on employee performance (R. A. Utami & Nuhung, 2018). Based on this research, a hypothesis is constructed and suggested: **H1: Human capital affects work discipline.**

Work Engagement

According to Mayo (2016), as cited in (Jaharuddin & Zainol, 2019), employee engagement is defined as a good attitude toward the company and its values. An engaged employee will be business-focused and seek to enhance the performance of the organization (Jose & Mampilly, 2012). In addition to playing a significant role in enhancing financial productivity, employee engagement also plays a significant role in the positive behavior of employees to remain productive, not be absent, and have no intention of leaving the company (Adi & Fithriana, 2018). The concept of work engagement is what companies expect from employees. Employees with a high level of work engagement will also have a high level of work and company loyalty. There is a significant effect of work engagement on job satisfaction (Yalabik *et al.*, 2017; Yakin & Erdil, 2012) and work performance (Aditya, 2016). In addition, (Arfah, 2019) highlighted that employee engagement has an effect on work discipline. Based on this study, hypotheses were then developed:

H2: Work engagement affects work discipline.

Work-Life Balance

Work-life balance is a condition of low conflict between personal life and work duties so that responsibilities can be fulfilled in harmony (Utami & Pranitasari, 2020). The imbalance between work and personal life increases stress and the possibility of employee turnover (Kumara & Fasana, 2018). Furthermore, work-life balance is defined as a work pattern that allows individuals to combine their work with other responsibilities, such as caring for children or elderly relatives (Ardiansyah & Surjanti, 2020). The pandemic conditions and the rise of working from home phenomena enhance the need for a work-life balance among employees to manage their time between work, family, and social activities. As indicated by (Asepta & Maruno, 2017), work-life balance may be measured using three indicators: time balance, involvement balance, and satisfaction balance. There is a significant relationship between work performance and work-life balance (Soomro *et al.*, 2018). Another study indicates that work-life balance has an effect on work discipline (Nursiah *et al.*, 2021). Based on this study, the following theories are proposed:

H3: Work life balance affects work discipline.

Work Discipline

Good work discipline will expedite the achievement of company goals, whereas bad discipline will constitute a barrier and hinder the achievement of company goals. Disciplinary actions are taken to encourage employees to obey certain standards and rules in order to prevent fraud (Hindriari, 2018). Work discipline can be measured using a variety of indicators, according to Prianti (2018), including: 1) employees present in an orderly, timely, and appropriate manner; 2) dressing neatly; 3) diligence in finishing work; 4) following the work method determined by the company; and 5) responsibility for the work. There is an influence between work discipline and productivity (Usman, 2016; Indahsari & Damayanti, 2020; Segoro & Pratiwi, 2021). A hypothesis is proposed based on the findings of this study.

H4: Work discipline affects productivity.

Work Productivity

Employees who have a balanced life are more likely to be productive because they can build good relationships at work. Those who don't have a balanced life tend to decrease their productivity (Fapohunda, 2014). According to (Hamali, 2013), the following indicators can be used to measure productivity: 1) mental attitude; 2) education; 3) competencies; 4) work environment; and 5) social security. The research by (Adisa *et al.*, 2017) indicates that mobile information technology devices have the potential to improve work-life balance, but if not effectively managed, they can

potentially cause workplace conflict. The ability of employees to attain a work-life balance should be supported by organizations to increase work engagement, stronger dedication, and improved work performance (Bhalerao, 2013). Work-life balance has a substantial impact on employee performance (Johari *et al.*, 2018) and productivity (Minarika, 2020). On the basis of this study, the following theories are proposed:

H5: Work life balance affects productivity.

Human capital can be indicated by the knowledge, abilities, and attitudes of employees that have a qualitative effect on employee productivity. Ulum *et al.*, (2020) found that human capital, as measured by indicators of competence, attitude, and creativity, had an effect on employee productivity. Based on this study, the authors propose a hypothesis:

H6: Human capital affects productivity.

Employees with a high level of engagement will continue to generate ideas and innovations until all work objectives are achieved. There is a significant positive correlation between employee engagement and productivity (Dayyan *et al.*, 2019). The more engaged people are, the greater their work productivity, which can improve the overall productivity of the organization. Thus, authors propose a hypothesis:

H7: Work engagement affects productivity.

A framework for this research was developed as depicted in Figure 1.

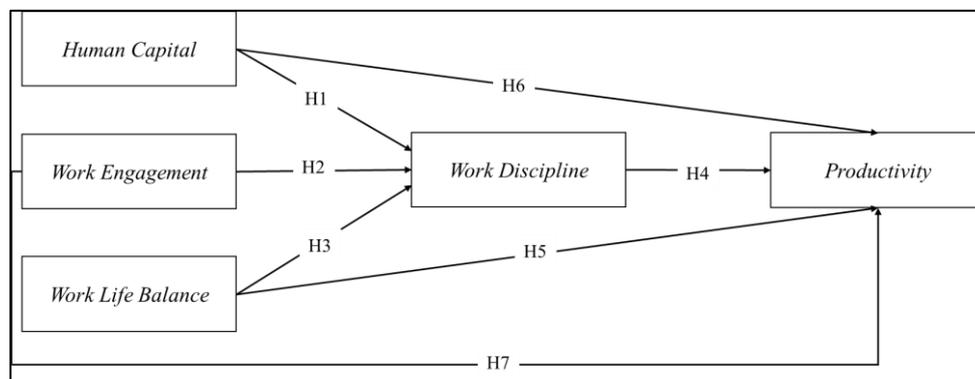


Figure 1: Research Framework

METHODOLOGY

This research is a quantitative study combining both primary and secondary data sources. Secondary data was collected from existing sources, such as library resources, literature, previous studies, books, etc. (Hasan, 2002). Meanwhile, primary data was collected directly from the field through interviews, questionnaires, and documentation. The sample of this study was 178 employees of PT Widdo Makmur Unggas-Indonesia. The collected data was analyzed by Smart PLS software that developed by Smart PLS GmbH using the Partial Least Square-Structural Equation Model (PLS-SEM) model. According to (Hair *et al.*,

2019), the PLS-SEM method is appealing to a lot of researchers because it allows the evaluation of complex models with several constructs, indicator variables, and structural paths without imposing distributional assumptions on the data.

RESULTS

The objectives of this study are to examine at how human capital, work engagement, and work-life balance directly affect employee work discipline; how work discipline affects productivity, and how human capital, work engagement, and work-life balance affect productivity.

Descriptive

In this study, the descriptive test was conducted to determine the average value of each statement item on the research questionnaire, so that conclusions can be drawn regarding respondents' perceptions of research variables and statement items. The human capital variable is measured by five indicators, with the highest mean being 4.82 on HC5: "Company management always strives to build future-proof skills." This means that PT Widodo Makmur Unggas usually helps their employees to improve their skills to plan for the future of the company and its employees. The work engagement variable was measured with seven indicators. WE2: "Every employee is given challenging work" had the highest mean score of 4.88. This statement indicates that the company is always trying to improve the skills of each

employee by giving them new challenges. Six indicators are used to measure work-life balance. The WLB5 "I am satisfied with my family relationships" has the highest mean of 4.01, which shows that the people who took part in the study agree that they have satisfying family relationships. In the meantime, the work discipline variable is measured by four indicators. "I usually try to wear neat and respectful attire" is DK2, which has the highest mean of 3.92. This imply that employees agree that they are disciplined about how they dress. The productivity variable is measured by six indicators. The one with the highest mean, 4.25, is PK4: "I always try to improve my skills." This means that, on average, the people who took the survey agree with the statement. In Table 1, it was completely listed about the mean value of this study variable.

Table 1: Descriptive test

No.	Indicators	Mean
Human capital		
1	HC1	4.23
2	HC2	4.39
3	HC3	4.14
4	HC4	3.61
5	HC5	4.82
6	HC6	4.57
Total Mean of Human Capital		4.28
Work Engagement		
1	WE1	4.49
2	WE2	4.88
3	WE3	4.01
4	WE4	3.89
5	WE5	4.06
6	WE6	3.90
7	WE7	4.57
Total Mean of Work Engagement		4.25
Work Life Balance		
1	WLB1	3.72
2	WLB2	3.62
3	WLB3	3.68
4	WLB4	3.46
5	WLB5	4.01
6	WLB6	3.73
Total Mean of Work Life Balance		3.70
Work Discipline		
1	DK1	3.87
2	DK2	3.92
3	DK3	3.83
4	DK4	3.79
Total Mean of Work Discipline		3.85
Productivity		
1	PK1	4.20
2	PK2	4.24
3	PK3	4.21
4	PK4	4.25
5	PK5	3.61
6	PK6	4.23
Total Mean of Productivity		4.12

Validity Test

This study uses a questionnaire in collecting data. The questionnaire is tested for validity to make sure it can be used as a measuring tool. The validity was tested by Smart PLS by looking at the p-value on the outer loading model. Smart PLS analysis uses two tools to measure validity: convergent validity and discriminant validity (Solimun, 2017). Convergent validity is a correlation between scores on a reflexive

indicator and scores on a latent variable. Discriminant validity is the measurement of a reflexive indicator with scores on a latent variable. The research indicator is said to be valid if the P-value is less than 0.05. Based on the validation test on all variables and statement items, all indicators have a P-value of less than 0.05. This means that all statement items in each variable are valid and can be used as a measuring tool in this research. Table 2 shows the details of the validity test.

Table 2: Validity test

Variables	Indicators	P-value	Comment
<i>Human Capital</i>	HC1	0.000	Valid
	HC2	0.000	Valid
	HC3	0.000	Valid
	HC4	0.000	Valid
	HC5	0.000	Valid
	HC6	0.000	Valid
<i>Work Engagement</i>	WE1	0.000	Valid
	WE2	0.001	Valid
	WE3	0.000	Valid
	WE4	0.000	Valid
	WE5	0.000	Valid
	WE6	0.000	Valid
	WE7	0.000	Valid
<i>Work Life Balance</i>	WLB1	0.000	Valid
	WLB2	0.000	Valid
	WLB3	0.000	Valid
	WLB4	0.000	Valid
	WLB5	0.000	Valid
	WLB6	0.000	Valid
<i>Work Discipline</i>	DK1	0.000	Valid
	DK2	0.000	Valid
	DK3	0.000	Valid
	DK4	0.000	Valid
<i>Productivity</i>	PK1	0.000	Valid
	PK2	0.000	Valid
	PK3	0.000	Valid
	PK4	0.000	Valid
	PK5	0.000	Valid
	PK6	0.000	Valid

Reliability Test

All the measurement variables were tested for reliability with SmartPLS software. This test was conducted to determine the consistency of respondents' answers to the questions. Composite reliability and Cronbach's alpha are the tools used in reliability test

(Solimun, 2017). Based on the results (Table 3), each variable's Cronbach's alpha value is greater than 0.600 and the composite reliability value is greater than 0.700. This means that all the variables in this study passed the reliability test and can be used in the next analysis.

Table 3: Reliability test

Variables	Cronbach's Alpha	Composite Reliability	Comment
Human Capital	0.680	0.785	Reliable
Work Engagement	0.826	0.871	Reliable
Work Life Balance	0.923	0.940	Reliable
Work Discipline	0.855	0.902	Reliable
Productivity	0.868	0.902	Reliable

PLS-SEM Analysis

1) Direct Effect Analysis

The value of the direct effects (Table 4) in a PLS-SEM analysis is also called the path coefficient. Path coefficients between variables are measured to see how the relationship between variables and how

important it is, as well as to test hypotheses. The values of the path coefficients range from -1 to +1. The stronger the relationship between the two variables, the closer they are to +1. On the other hand, if they are closer to -1, the relationship is negative (Sarstedt *et al.*, 2017).

Table 4: Direct Effect Inner Model

	X1	X2	X3	Z	Y
Human Capital (X1)				0.184	0.221
Work Engagement (X2)				0.056	0.233
Work Life Balance (X3)				0.660	0.117
Work Discipline (Z)					0.383
Productivity (Y)					

Based on the results of direct effects analysis (Table 4), the following can be concluded:

- a) The direct influence of human capital (X1) on work discipline (Z) is positive, which is 0.184. This means that if X1 increases by one unit, Z can increase by 18.4%.
- b) There is a positive direct effect of work engagement (X2) on work discipline (Z), which is 0.056. This means that if X2 increases by one unit, Z can increase by 5.6%.
- c) Work-life balance (X3) has a positive direct effect on work discipline (Z), which is 0.660. This means that if X3 increases by one unit, Z can increase by 66%.
- d) The direct influence of human capital (X1) on work productivity (Y) is positive, which is 0.221. This means that if X1 increases by one unit, then Y can increase by 22.1%.
- e) The direct effect of work engagement (X2) on work productivity (Y) is positive, which is 0.233. This means that if X2 increases by one unit, then Y can increase by 23.3%.
- f) The direct effect of work-life balance (X3) on work productivity (Y) is 0.117. This means that if X3 increases by one unit, then Y can increase by 11.7%.
- g) The direct effect of work discipline (Z) on work productivity (Y) is positive, which is 0.383. This means that if Z increases by one unit, then Y can increase by 38.3%.

2) Indirect Effect Analysis

The indirect effect in this study was carried out on the variables of human capital (X1), work engagement (X2), and work-life balance (X3) to productivity (Y).

Table 5: Indirect Effect Inner Model

	X1	X2	X3	Z	Y
Human Capital (X1)					0.071
Work Engagement (X2)					0.021
Work Life Balance (X3)					0.253
Work Discipline (Z)					
Productivity (Y)					

Based on the results of indirect effects analysis (Table 5), the following can be concluded:

- a) The indirect effect of human capital (X1) on work productivity (Y) through work discipline (Z) is positive, which is 0.071. This means that if X1 increases by one unit, then Y can increase indirectly through Z by 7.1%.
- b) The indirect effect of work engagement (X2) on work productivity (Y) via work discipline (Z) is 0.021. This means that if X2 increases by one unit, then Y can increase indirectly through Z by 2.1%.
- c) The indirect effect of work-life balance (X3) on work productivity (Y) through work discipline (Z) is 0.253. This means that if X3 increases by one unit, Y can increase indirectly through Z by 25.3%.

3) Inner Model Evaluation

Evaluation of the inner model or structural model test to determine the direct and indirect effects of variables. The R-square was performed to evaluate the inner model.

Table 6: The R-square

Variables	R-square
Work Discipline (Z)	0.639
Productivity (Y)	0.654

As shown in Table 6, the R-square of the 'work discipline' is 0.639. This means that human capital, work engagement, and work-life balance have a 63.9 percent impact on work discipline, while other factors influence the remaining 36.1 percent. Furthermore, the variable 'work productivity' has an R-square value of

0.654. This result indicates that human capital, work engagement, and work-life balance have a 65.4 percent impact on productivity, whereas other factors describe the remaining 34.6 percent. The higher the R-square, the better the model's fit to the data. Furthermore, the

path diagram, which indicates how much influence the independent variable has on the dependent variable, can be used to evaluate the inner model. Figure 2 shows the resulting path diagram.

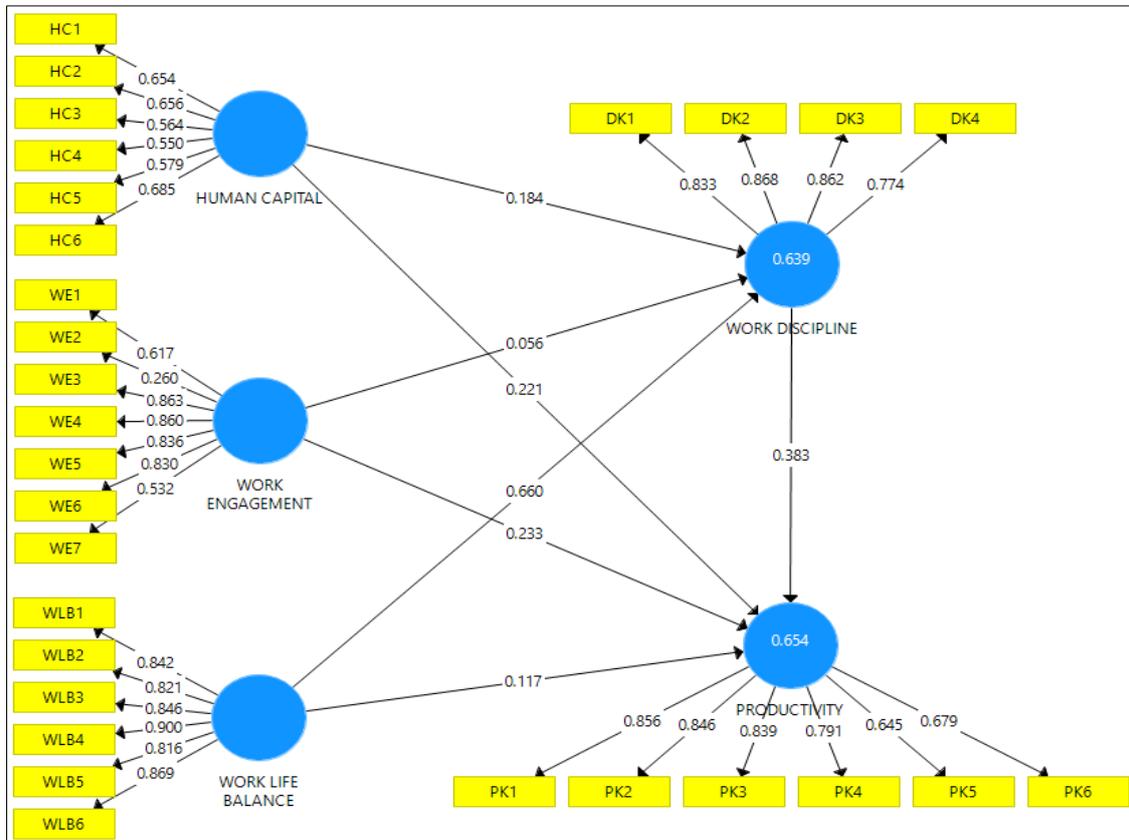


Figure 2: Path diagram

Hypothesis test

Once the data meets the measurement requirements, the data analysis continues by using the bootstrapping method on Smart PLS to test the research

hypothesis. Bootstrapping is a way to figure out the level of significance or probability. If the t-statistic is higher than 1.64, the hypothesis is accepted. The results of the hypothesis test are presented in Table 7.

Table 7: Hypothesis test

Hypothesis	T Statistic (IO/STERRII)	Decision
H1: Human capital affects work discipline	2.767	Accepted
H2: Work engagement affects work discipline	0.598	Rejected
H3: Work life balance affects work discipline	9.500	Accepted
H4: Work discipline affect productivity	4.288	Accepted
H5: Work life balance affect productivity	4.760	Accepted
H6: Human capital affect productivity	3.917	Accepted
H7: Work engagement affect productivity	2.487	Accepted

DISCUSSIONS

The purpose of this study is to analyze the influence of human capital, work engagement, and work-life balance variables on work productivity mediated by work discipline. The data was analyzed using Partial Least Squares- Structural Equation Modelling (PLS-SEM).

Effect of Human Capital on Work Discipline

Human capital is a critical factor in any organization. Humans with all their abilities working together will achieve incredible performance. Human capital relates to knowledge of an organization's employees' skills and abilities. Human capital reflects a person's ability to perform at work. This insight shows that human capital is an important part of the

organization because it can make a big difference in the success and growth of the organization. Human capital also is a especially important for businesses because it cannot be imitated by competitors due to specific characteristics such as knowledge, skills, training, education, health conditions, and so on. Individual performance potential is inextricably linked to human capital. Furthermore, human capital is the number of people that work together in a company to improve its performance and gain a competitive edge that leads to the company's ultimate success (Haq, 2016).

Based on the descriptive test, this study indicates that the work discipline at PT Widodo Makmur Unggas still needs to be improved, as the total average value for the work discipline variable is 3.85 and has not yet met the threshold of 4. Working with the SOPs was the indicator with the lowest value for the work discipline variable, with most employees expressing strong agreement. As indicated by Mozumder & Ramlal (2021), the company's management needs to implement disciplinary measures, but those measures must be truly appropriate. In addition to descriptive testing, this study examines the effect of human capital on work discipline. According to the findings, there is a significant correlation between human capital and work discipline. If human capital is high, work discipline will likewise be high; if human capital is bad, work discipline will also be low. The findings of the study showed that human capital affects work discipline. Aurellia's (2021) research, which says that human capital affects work discipline, are in line with these results.

The significant effect suggest that PT Widodo Makmur Unggas employees' work discipline can be improved by focusing on human capital. The highest mean score on the descriptive test indicates that the influence of human capital is supported by the efforts of PT. Widodo Makmur Unggas constantly works to develop the ability of its employees to face the future, as demonstrated by the highest mean score on the test. Therefore, PT. Widodo Makmur Unggas should pay close attention to the development of human capital if it wants to improve the work discipline of its employees.

Effect of Work Engagement on Work Discipline

Work engagement is a popular concept because it influences the productivity of individuals, teams, and companies. Employees with high levels of engagement will demonstrate a high level of commitment, resulting in the excellent performance of their duties and roles within the company (Bakker & Albrecht, 2018). According to Bakker and Sonnentag (as cited in Bakker and Albrecht, 2018), the most significant work engagement phenomenon in a company is employee involvement associated with fluctuating employee numbers at different periods and in different situations. Employee engagement can be

seen in the employee's enthusiasm, dedication, how well they do their daily tasks, and how hard they work.

Work engagement indicates the state of employees who have energy and passion for their work. Engaged employees will perceive their work as a challenge rather than a source of stress and complaints. Kahn explains in (Schaufeli, 2012) that job roles are the key to employee engagement. To achieve maximal engagement, it is important to combine employee engagement as a job role with company involvement. Work discipline must be considered since, in addition to being an employee's responsibility, it is also a form of employee commitment (work engagement) to the company. Participating employees will experience a sense of ownership over the organization or business. Angela (2018) mentions that employee engagement is the emotional relationship between employees and their company.

However, the findings of this study indicate that work engagement does not have a positive effect on work discipline. The findings of this study contradict research (Arfah, 2019) that says employee engagement influences work discipline. Work discipline is linked to employee engagement; when employees are more engaged, they tend to be more disciplined at work.

In this study, the effect of work engagement on work discipline was not significant. The employees of PT. Widodo Makmur Unggas realize that there are still a number of aspects of employee discipline that need to be improved. The descriptive test findings indicate that there are still several things with low mean values, including the company's vision and equal career possibilities for all employees. Therefore, PT. Widodo Makmur Unggas needs to get employees more engaged with the company to build emotional bonds, which will improve employee discipline in the long run.

Effect of Work Life Balance on Work Discipline

Human resources have a significant impact on the company's operations and the achievement of its goals. A good performance of the company's human resources will affect the company's success. Work-Life Balance is one effort to maintain the professionalism and performance of human resources. The term "work-life balance" simply refers to a condition in which an employee's working hours and personal life are in balance. When employees are forced to meet one or more job expectations, they will get tired. If they can't meet their needs, they will get stressed out, which will make them less productive (Pradita & Franksiska, 2020). According to Nafiudin (as cited in Pradita & Franksiska, 2020), the thing that can happen if employees do not have a work-life balance is that they will hunt for another job that provides a better work-life balance.

Based on the descriptive test of six indicators of work-life balance variables, it obtained an average value of 3.70. It is reasonable to presume that the employees of PT. Widodo Makmur Unggas do not yet have the optimal work-life balance. The statement "I enjoy my time with friends" has the lowest average value of 3.45, indicating that the employees of PT. Widodo Makmur Unggas do not have enough time to enjoy time with their friends. In addition, this study examines the relationship between work-life balance and work discipline. The finding confirmed that both variable relationships have a significant correlation, such that the greater an employee's work-life balance, the greater his work discipline. This insight is in line with research by (Nursiah *et al.*, 2021), who found that an employee's work discipline will increase if his life is more balanced. Employees who have a good balance between work and life will be more disciplined and productive at work.

Effect of Work Discipline on Productivity

Discipline is when a person can act in line with the rules and expectations that have been set without punishment or order (Usman, 2016). Work discipline activities are carried out to make employees work in accordance with the company's rules or standards, thereby decreasing the probability of misappropriation acts by employees (Kosasih *et al.*, 2021). According to Usman (2016), improving work discipline can enhance work productivity. With work discipline in the organization, absenteeism, cost, and time wastage could be minimized. Work discipline must be fostered in all employees through the employee's self-awareness and applicable SOPs (Sutrisno & Sunarsi, 2019).

According to the findings of the research, work discipline influences productivity. The association between variables is positive, indicating that the better the work discipline, the higher the work productivity. These findings are supported by studies by Usman, 2016; Indahsari & Damayanti, 2020; and Segoro & Pratiwi, 2021), which prove that work discipline affects productivity.

Effect of Work Life Balance on Productivity

The challenge of balancing work and family life is a reality that individuals and companies must face (Ngozi & Chinelo, 2020). However, most companies are unaware that their employees' obligations and schedules have interfered with their personal lives (Babatunde *et al.*, 2020). Work-life balance is an important factor that companies must consider when developing policies to ensure that work performance and productivity are maintained. The key to achieving a work-life balance is to manage time and prioritize responsibilities. Furthermore, the support of family members in making space and time more flexible, especially for women employees, is very important for

keeping a good balance and harmony between work and family (Andriyana & Supriyansyah, 2021).

The findings of this study suggest that work-life balance affects productivity. The more balanced an employee's life is, the better the productivity that can be achieved. Companies that encourage employees' work-life balance demonstrate effective communication and recognize employees as important human capital. In return, employees will reward the company with increased productivity. According to the findings of this study, work-life balance benefits both employees and the company. Employees that live a balanced life are more productive. These findings are consistent with the study by (Minarika, 2020), which describes how work-life balance affects productivity and employee performance. Employees who have a good work-life balance will have a good relationship with management and other employees, which will have an impact on improving productivity, whereas employees who do not have a life balance will have a decline in productivity (Fapohunda, 2014).

Effect of Human Capital on Productivity

Employee productivity can be influenced by expertise, skills, and employee health (Farah & Sari, 2014). This is confirmed by research findings that human capital has an effect on productivity. Human capital and productivity have a positive relationship, which means that the higher the human capital, the higher the productivity of employees.

Research by Setyadi *et al.*, (2020) measures human capital using education and health levels, finding that education has no significant effect on productivity, yet health has a significant negative effect. PT. Widodo Makmur Unggas must increase productivity through human capital by focusing on education, training, expertise, skills, and employee health. PT. Widodo Makmur Unggas' education and training are supposed to boost employee productivity, so they can come up with creative ideas, creativity, and the use of technology to lower production costs, allowing for optimal employee and corporate productivity.

Effect of Work Engagement on Productivity

Employees who are highly engaged at work are valuable assets that should be maintained. Employees who are engaged are those who are excited about the organization's values and goals; therefore, they are always motivated to perform their jobs (Sayekti & Suhartini, 2019). Employee engagement in their work will not only improve their work, but they will be eager to explore new ideas and continue to develop so that it runs efficiently and effectively. This shows that the higher the level of work engagement, the better the level of employee productivity (Dayyan *et al.*, 2019).

The findings of this study also indicate that PT Makmur Unggas employees' work engagement has a favorable impact on their productivity. As a result, companies must pay attention to things that engage employees as one of the strategies for increasing productivity and achieving company goals. According to the findings of the descriptive test, PT Widodo Makmur Unggas should develop programs that enable employees to feel challenged to complete their tasks well. For example, target and reward programs for irregular projects (out of the routine) that are completed effectively. Individual productivity should boost overall performance.

CONCLUSIONS

Based on the findings of data analysis and discussions, it is possible to conclude that human capital affects work discipline. The highest mean-value human capital indicator is that the company's management is continually trying to develop competencies for the future, while the lowest mean-value indicator is ensuring effectiveness and cohesiveness in employee work. Work discipline is unaffected by work engagement. The highest mean-value work engagement indicator is providing challenging work to employees, whereas the lowest mean-value indicator is equal career opportunities for employees. Work-life balance also influences work discipline. The indicator with the highest mean value in work-life balance is satisfaction with family, while the indicator with the lowest mean value is enjoying time with friends.

Work discipline affects productivity. The indicator of work discipline with the highest mean-value is discipline in wearing neat and respectful clothes at work, whereas the indicator with the lowest mean value is discipline in obeying the company's SOPs. Work-life balance has an impact on productivity. Employees seek to enhance their abilities as the productivity indicator with the highest mean-value, while providing good quality work is the indicator with the lowest mean-value. Productivity is affected by human capital and work engagement.

Recommendation for PT Widodo Makmur Unggas is that the management needs to improve the quality of human capital by focusing on activities that increase employee effectiveness and harmony at work. Individual work-related issues can be detected and remedied promptly and accurately if roles and responsibilities are evaluated in stages. Furthermore, in order to enhance work engagement, organizations must provide equal career opportunities to all employees. The internal job recruitment program can provide all employees with equal opportunities in one career position. Furthermore, management must strengthen the company's role in improving work-life balance for employees. Job parameters must be evaluated on a

regular basis to ensure that there is no work gap between employees. Furthermore, work SOPs must be socialized among employees so that they can work in compliance with established SOPs. To improve the quality of employee work, PT. Widodo Makmur Unggas should also conduct targeted teaching and training.

In general, the findings of this study can only be utilized to examine the influence of variables and the interaction between variables on a specific research object, namely the employees of PT Widodo Makmur Unggas. The findings of this study cannot be said to represent existing theories or hypotheses, which can generally be tested using large and diverse samples. As a result, additional research on a wider sample of industries is expected.

ACKNOWLEDGMENT

Authors acknowledge the PT Widodo Makmur Unggas for accessing the facilities and allowing the employee engagement on this research.

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